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Programme 17
Economic and social development in Latin America and the Caribbean

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Overall orientation

17.1 The overall purpose of this programme is to promote the economic and social development of Latin America and the Caribbean through interactive cooperation with member States in a comprehensive analysis of the development process and in providing the relevant operational services.

17.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission and entrusted it, *inter alia*, with initiating and participating in measures for raising the level of economic activity in Latin America and the Caribbean; maintaining and strengthening economic relations among the countries of the region and between them and other countries; making or sponsoring such research and studies as the Commission deemed appropriate; and undertaking or sponsoring the collection, evaluation and dissemination of information on regional development issues, trends and policies. The mandate has been set forth in greater detail in various resolutions adopted subsequently by the General Assembly, the Council and the Commission.

17.3 The Commission's overall strategy for achieving the objectives of the programme is structured around 12 interdependent and complementary subprogrammes. It is based on the proposal for changing production patterns with social equity for Latin America and the Caribbean adopted by ECLAC in its resolution 519 (XXIV). The strategy will be implemented through an integrated approach. This approach is reflected in each of the subprogrammes at two levels: the goal of social equity, which emerges in its various dimensions in all subprogrammes; and, notwithstanding the effective specialization of each, emphasis on the strong links between the subprogrammes. Gender mainstreaming, consideration of environmental sustainability, institution-building and improvement of public regulation are priority aspects of such interrelationships. The strategy places special emphasis, in terms of analytical work, on the design of public policy and on facilitating its practical implementation through operational services in the areas of specialized information, technical assistance and training and by fostering cooperation at the regional and international levels.

17.4 Expected accomplishments by the end of the plan period would include:

(a) Increased effectiveness and efficiency of ECLAC in the systematization of information, technical assistance, the monitoring of relevant regional developments, action-oriented research and interaction with various government bodies;

(b) An analysis of development-related issues from a regional perspective, with special emphasis on new trends and their effects on the performance of Latin America and the Caribbean, using an integrated approach, and a comparative analysis of national experiences;

(c) A stronger role in communicating the region's concerns and interests in world forums and highlighting in regional forums the issues that attract world attention;

(d) Increased technical cooperation between developing countries and collaboration in subregional, regional and hemispheric integration schemes;

(e) The generation of new information that supports bilateral and multilateral cooperation, particularly in the areas of trade linkages, transport, common standards, productive and technological development, the efficient use of water and energy, environmental sustainability and gender mainstreaming;

(f) Wider dissemination of ECLAC outputs, modernized channels of communication and use of more effective mechanisms for targeting various user groups.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

Objectives

17.5 The objectives of this subprogramme are to increase member States' awareness of the challenges and opportunities for strengthening their linkages with the global economy as well as to further the development of agreements in the region and to promote the harmonization of and convergence between existing agreements.

Strategy

17.6 Substantive responsibility for this subprogramme rests with the International Trade and Development Finance Division, which will monitor and assess the most significant economic developments challenging countries of Latin America and the Caribbean in an increasingly globalized world. This implies improving, quantitatively and qualitatively, their share of trade, foreign direct investment and technology flows, enhancing their capacity to exploit new opportunities, analysing the implications of such changes for the region and identifying appropriate measures for confronting adverse situations. To this end, data systematization and analytical and technical assistance activities will be organized to enhance national and regional discussions on appropriate policies for promoting competitiveness. A comparison of national experiences in export promotion within and outside of the region, with a view to formulating policy recommendations on the issue, will also be made. In addition, the subprogramme will monitor, assess and report to member States current developments on international trade rules negotiated under the auspices of the World Trade Organization as part of the ongoing Millennium Round and on negotiations between countries and groups of countries in the region, those of the European Union and those in the Asia and Pacific region.

17.7 Analytical and operational support will be provided to: (a) member States and relevant subregional organizations through the preparation and dissemination of documents and technical reports that will foster the exchange of experiences and promote technical discussions through panels and expert group meetings; the formulation and execution of technical cooperation projects geared to the specific needs of member States in key areas such as macroeconomic coordination, the integration of physical infrastructure and the harmonization of domestic regulations, in particular those relating to social protection and factor (including labour) mobility; and the execution of technical assistance missions; and (b) the international community in its efforts to reform the global financial architecture.

Expected accomplishments

17.8 The expected accomplishments would include: (a) stronger institutional capacities in the public and private sectors of natural economies in the Latin America and Caribbean region; (b) the development and consolidation of new forms of international integration for the region in the context of the parallel advancement of globalization and open regionalism in Latin America and the Caribbean; (c) the beneficial effects of up-to-date information and knowledge produced and disseminated by ECLAC on human resources training; (d) stronger institutions that participate in decision-making, implement activities and generate concrete progress in subregional, regional and hemispheric integration; and (e) an impetus to the gradual improvement, harmonization and convergence of the numerous integration schemes.

Indicators of achievement

17.9 The indicators of achievement would be: (a) the number of policies adopted for boosting competitiveness and growth that make use of, among other things, the Commission's analytical inputs, proposals and technical cooperation; (b) the consolidation of new patterns of specialization following meetings set up by ECLAC; (c) the increased use of specialized information generated and disseminated by the Commission as a basis for negotiating processes; (d) the expression of satisfaction by eminent persons and the echoes noted in specialist literature in the region and beyond of the secretariat's work in specific subject areas; (e) the effectiveness of the technical cooperation provided by the secretariat; and (f) the number of users accessing relevant documentation and reports on the Commission's web site.

Subprogramme 2
Productive, technological and entrepreneurial development

Objective

17.10 The objective of this subprogramme is to assist member States in the design and implementation of new institutional mechanisms, regulatory frameworks and policy instruments affecting the different meso- and microeconomic behaviour of economic agents and productive sectors with a view to raising production growth rates and narrowing the productivity gap in relation to the developed countries.

Strategy

17.11 Substantive responsibility for the execution of this subprogramme rests with the Division of Production, Productivity and Management. The strategy to be followed will include the provision of support to member States through the processing and analysis of specialized information and the dissemination of the Commission's analytical results and proposals on restructuring in the agricultural, industrial and service sectors, as well as through technical cooperation. Special attention will be paid to industrial competitiveness policies, including, export promotion, the strengthening of national technological innovation systems, training and the development of natural-resource-based production clusters; to agricultural development and foreign direct investment policies; and to analysing the behavioural differences between individual economic agents, such as transnational corporations, large local conglomerates and small and medium-sized enterprises, or between different production activities in the agricultural, industrial and service sectors.

Expected accomplishments

17.12 The expected accomplishments would include: facilitation of policy-making or policy-review processes in the context of productive restructuring and in the design and implementation of new institutional mechanisms; and the design or revision of regulatory frameworks and policy instruments with a view to increasing production growth rates and reducing productivity lags in comparison with the developed countries.

Indicators of achievement

17.13 The indicators of achievement are expected to be the satisfaction expressed by member countries with the timeliness and quality of documents and technical reports distributed by the Commission, the outcome of operational activities determined through such means as surveys, and an increase in the readership of the Commission's documents and technical reports, whether in print or on the Internet.

Subprogramme 3
Macroeconomic policies and growth

Objective

17.14 The objective of this subprogramme is to follow up on the evolution of the region's macroeconomic performance with a view to furthering the harmonization of macroeconomic policies and strengthening the new strategies adopted by member States for achieving sustainable long-term growth.

Strategy

17.15 Substantive responsibility for the execution of this subprogramme rests with the Economic Development Division. The strategy will be to continue systematic monitoring of macroeconomic trends with a view to contributing to a fuller understanding of problems and to identifying policy options for overcoming them. The increasing globalization of economies makes it imperative to continue to assist countries in this regard. The Commission's rapid response capability in terms of policy analysis and formulation of proposals on emerging macroeconomic issues will be strengthened. The exchange of experiences and technical discussions will be facilitated through panels and meetings of experts. The results of research will be discussed and operational activities will be promoted. Activities may include technical cooperation projects, consultancy missions and training activities.

17.16 A comparative analysis of the lessons learned in other regions — whether positive or negative for Latin America and the Caribbean — on harmonizing macroeconomic policies will be carried out. Special attention will be paid to tax policies, fiscal spending, monetary and foreign exchange policies and policies for liability management. Key macroeconomic fundamentals on which sustainable economic growth depends will be monitored and analysed. Investment, investment financing and policies for overcoming external constraints will be studied. Methods of ensuring that the benefits of economic development are extended to wider population groups will be developed, and the need for policies that increase social equity will be stressed. Analyses of labour markets will also be carried out.

Expected accomplishments

17.17 Expected accomplishments would include: (a) goal-setting (and the introduction of any adjustments considered necessary) by Governments with respect to their policies and economic performance; (b) the harmonization of macroeconomic policies in the context of the move towards regional integration; (c) strengthened technical cooperation at the regional level as a result of the exchange of national experiences and lessons learned; (d) an increase in the capacity to design macroeconomic policies that are more consistent with objectives for long-term growth; and (e) a fuller understanding of labour markets and their effects on social equity and, consequently, strengthened capacity for policy-making or for reshaping existing policies in a manner more consistent with the goal of social equity.

Indicators of achievement

17.18 Indicators of achievement would include: (a) the degree of satisfaction expressed by member countries, as measured through surveys, with the information placed at their disposal by the Commission and with the technical cooperation provided; and (b) with respect to the Commission's documents and technical reports, whether in print or on the Internet, on such topics as the prerequisites for sustainable long-term growth and the harmonization of macroeconomic developments in the region, the level of readership, their impact in the press, reviews in specialist literature and the opinion of eminent experts in the field.

Subprogramme 4
Social development and equity

Objective

17.19 The objective of this subprogramme is to accelerate the alleviation of poverty and the attainment of social equity by member States in the region by strengthening their capacity to design and implement appropriate social policies, programmes and projects.

Strategy

17.20 Substantive responsibility for the implementation of this subprogramme rests with the Social Development Division. The strategy will be to increase the capacity of countries of the region by analysing their experiences to determine what instruments have been successful and to study the principal problems encountered. Countries will be assisted in updating diagnostic analyses of social conditions, particularly as regards identifying and monitoring situations of poverty, and in analysing the relationship between employment, income distribution and education. The economic and social effects of the production, trafficking and consumption of narcotic drugs will be analysed. National policies for the prevention and control of these activities will also be analysed, together with alternative development programmes for coping with the consequences of these problems.

17.21 As part of the strategy, methodological inputs will be provided through the development of new criteria for measuring efficiency in the use of resources and effectiveness in the execution of social policies, programmes and projects. An attempt will be made to strengthen social institutions and evaluate results, with special attention paid to factors and situations that affect vulnerable groups. Stronger interaction between this and other subprogrammes will be promoted to identify and analyse factors that enhance equity and social integration. Policy proposals will be developed on the basis of this integrated approach. This strategy requires a mix of policy-making activities involving analysis, methodology, assessment and formulation of proposals together with relevant technical cooperation activities. Support will be provided to countries in the review, design and implementation of new or additional policies, mechanisms and instruments, as appropriate. The mix of policy-making activities will include technical cooperation, consultancy missions and training in methodologies and assessment. In addition, the strategy will facilitate follow-up of studies and strengthen coordinated action by the specialized agencies and programmes of the United Nations in the areas of production, trafficking and consumption of narcotic drugs. Policies, programmes and projects aimed at overcoming poverty will be facilitated by systematizing and analysing crucial information, preparing diagnostic analyses and developing methodologies.

Expected accomplishments

17.22 The expected accomplishments would include: (a) strengthened capacity of countries to design and implement policies that target the most underprivileged sectors so as to increase the quality of human capital

and foster social equity; (b) increased capacity of national social institutions to analyse their experiences in managing social policies, programmes and projects and to incorporate any necessary adjustments; (c) facilitation of the appropriate design and review of policies, programmes and projects aimed at overcoming poverty; and (d) increased capacity of programmes in the prevention of drug consumption and the control of drug trafficking in terms of targeting, selectivity and impact.

Indicators of achievement

17.23 The indicators of achievements would include: (a) the expression of satisfaction by member countries with the timeliness, significance and relevance of the information, advice and technical cooperation provided by the Commission, to be measured through various means, such as surveys, reviews and quotations in specialist literature and the opinion of eminent experts in the field; (b) an increase in the capacity of Governments to adapt policies and guidelines aimed at overcoming poverty to changing circumstances; and (c) fulfilment by ECLAC of the demand for advice and training.

Subprogramme 5
Mainstreaming the gender perspective in regional development

Objective

17.24 The objective of this subprogramme is to increase awareness of gender issues and to promote gender mainstreaming in regional development, including within all ECLAC programmes and projects.

Strategy

17.25 Substantive responsibility for the execution of this subprogramme rests with the Women and Development Unit in the Office of the Secretary of the Commission. The strategy will be pursued by promoting the consolidation and strengthening of the institutional mechanism in the region for reducing the gender gap in various spheres of development. The region's capacity for research and development related to gender issues will be strengthened, and countries will be assisted in analysing priority issues for gender equity and for mainstreaming the gender perspective in all relevant activities.

17.26 In addition, the activities of the Regional Conference on Women in Latin America and the Caribbean and of the presiding officers of the Conference will be maintained and strengthened. Efforts within ECLAC to mainstream the gender perspective into all of its programmes and projects will be strengthened. Information and substantive and methodological training will be provided to government offices for the advancement of women to enable them to strengthen their institutional capacities and to carry out the work of intersectoral coordination. The Commission's role as focal point for inter-agency coordination of gender equity activities carried out by bodies within the United Nations system in the region will be promoted. Studies and research will be expanded, including further study of new information generated.

Expected accomplishments

17.27 The expected accomplishments would include: (a) strengthened and consolidated national and regional institutions whose purpose is to reduce the gender gap; and (b) increased and systematic incorporation of the gender perspective into the ECLAC work programme.

Indicators of achievement

17.28 The indicators of achievement would be: (a) the expression of satisfaction by member countries with up-to-date information and gender-sensitive methodologies and information provided by the Commission on priority issues contained in the programmes of action; and (b) the number of subprogrammes which, by the end of the period, have systematically incorporated the gender perspective into their principal ongoing activities and extrabudgetary projects.

Subprogramme 6
Population and development

Objectives

17.29 The objectives are to assist member States: (a) in strengthening their technical capacity, for monitoring population trends for use in social programming, in particular to assess socio-demographic factors that tend to generate disadvantages and other forms of social vulnerability; and (b) in monitoring and implementing the

agreements and goals of the Programme of Action adopted at the International Conference on Population and Development.

Strategy

17.30 Substantive responsibility for this subprogramme rests with the Population Division. In pursuit of the objective, the Division will promote the agreements and goals of the Programme of Action of the International Conference on Population and Development as well as the key actions for the further implementation of the Programme of Action, coordinate interaction and exchange experiences in monitoring their status and make contributions by generating up-to-date specialized information on the interrelationship between population and development for use in the adoption of appropriate social and economic policies and decisions. The strategy also includes: (a) systematizing analysing data, preparing diagnostic analyses and developing proposals for facilitating the formulation of important operational activities and policies that foster regional cooperation, including the promotion of technical cooperation among developing countries; (b) fostering and improving social equity to protect historically disadvantaged groups and those segments of the population most affected by economic and social restructuring; and (c) exchanging data, experiences and relevant national procedures among countries in the region concurrently, placing at their disposal the Commission's capacity for analytical study and for drafting proposals aimed at improving policy-making in the field of demographics.

17.31 The subprogramme will also seek to monitor on an ongoing basis fertility, mortality, age structure, internal migration and other trends, as well as patterns of territorial distribution of the population in the region in response to the concerns of policymakers. In addition, the subprogramme will facilitate the periodic review of demographic projections in the region and carry out operational activities by assisting countries in strengthening their technical capacity to follow up on socio-demographic variables and trends.

Expected accomplishments

17.32 The expected accomplishments for ECLAC member countries would include: (a) greater capacity in following up and fulfilling the agreements and goals set forth in the Programme of Action of the International Conference on Population and Development; (b) strengthened technical capacity in incorporating socio-demographic variables in the design of their programmes and development projects; (c) improved capacity to design policies and programmes for overcoming the vulnerability of disadvantaged social sectors and the intergenerational transmission of disadvantageous conditions; (d) the availability of new information, studies and technical support from the Commission that foster policies geared to harmonizing migratory trends with national development objectives; and (e) strengthened capacity to monitor changes in the main demographic variables required as inputs in social programming .

Indicators of achievement

17.33 Indicators would include, but would not be limited to: (a) the number of requests for technical cooperation received and fulfilled by the Commission for supporting member countries; (b) the number of meetings of experts or authorities of member countries organized by ECLAC for promoting the exchange of experiences and lessons learned in relation to the implementation of the Programme of Action; and (c) the expression of satisfaction by member countries on the timeliness, importance and relevance of the information, documents and technical reports of the Commission, to be measured through such a media as surveys, reviews and quotations of ECLAC texts in specialist literature, and the readership of ECLAC documents and technical reports.

Subprogramme 7
Planning of public administration

Objective

17.34 The objective is to strengthen the institutional capacity of member States' public administration at the regional, national and local levels, in particular with regard to basic planning functions and the challenges arising from privatization, deregulation of economic activities, protection of consumers and the need to improve the regulatory frameworks of public services and non-competitive sectors.

Strategy

17.35 Substantive responsibility for this subprogramme rests with the Latin American and

Caribbean Institute for Economic and Social Planning (ILPES). In pursuing the objectives, particular attention will be paid to: (a) analysing the interaction between economic reforms and strategic public management; (b) formulating, monitoring and assessing budgetary policy within the framework of integrated financial management systems; (c) review and developing methods for the design, programming and management of public investment, with special emphasis on training activities; (d) planning and land-use planning and fostering the design of policies and instruments consistent with the decentralization of government functions; and (e) developing an analytical framework and proposals to assist the countries of the region in strengthening their institutional capacity and their endowment of skilled human resources.

Expected accomplishments

17.36 Expected accomplishments would include an increase in the availability of new information and improved technical expertise of regional, national and local government staff involved in the application of the basic principles of public administration planning and in the area of State regulation.

Indicators of achievement

17.37 Indicators of achievement would include: (a) the expression of satisfaction by member States with the analytical contributions and proposals to be measured, for example, through surveys, the attention paid by the media and reviews and quotations in specialized publications; and (b) requests for technical cooperation fulfilled by the Commission, particularly in the area of training directed towards improving and updating the technical capacity of the human resources involved in planning and regulatory activities.

Subprogramme 8
Environment and human settlements

Objectives

17.38 The objectives of the subprogramme are: (a) to assist member States in the further implementation and monitoring of Agenda 21 and other new outcomes of United Nations global environmental conventions; (b) to strengthen their capacity for incorporating environmental considerations in the formulation and implementation of economic policies; and (c) to assist them in the design and implementation of land-use management systems to promote integrated and well-balanced human settlements.

Strategy

17.39 Substantive responsibility for this subprogramme rests with the Environment and Human Settlements Division. The strategy will place emphasis on conducting a comparative analysis of various systems of national and subregional environmental management, embracing relevant policies, and on monitoring changes in the institutional and legal frameworks of countries in the region seeking to further the exchange of experiences and best practices and providing cooperation as required, especially technical cooperation. Issues to be covered will include biodiversity, climate change, desertification, transboundary movements of hazardous wastes, toxic chemicals and depletion of the ozone layer. The strategy will also emphasize policy-related work, including the systematization of information and the development of methodologies, especially the design of indicators for facilitating the analysis of trends in sustainability, and the identification of risks and emerging issues associated with environmental realities. The links between economic development and the environmental policy agenda will also be determined. At the macroeconomic level, an empirical analysis will be made of reciprocal relationships between policies on trade and financial liberalization and privatization policies on the one hand, and the environment and environmental management on the other. At the microeconomic level, emphasis will be on production specialization trends and mechanisms for promoting clean production. The strategy will also consist of providing technical support to member countries.

17.40 Further, the strategy will include analytical work on issues such as inter- and intra-generational equity, social participation, socio-environmental vulnerability, different systems of local administration and the formulation of criteria for designing sustainable urban management strategies. Operational activities will include monitoring and implementing international agreements, in particular, those signed at the United Nations Conference on Human Settlements (Habitat II). Other issues will be the trend towards decentralization, links between urban and economic

development and the establishment of production clusters based on land use.

Expected accomplishments

17.41 Expected accomplishments would include: (a) the increased application of global environmental agreements at the national and regional levels; (b) the development of new knowledge and criteria applicable to assessing sustainable development trends in the region; (c) the systematization of data and the development of methodologies that enrich and facilitate the adoption of environmental decisions; (d) increased national capacity to assess systematic trends towards sustainable patterns of development, (e) increased technical capacity to incorporate an environmental dimension into the design of economic policies and the innovative use of economic instruments in environmental management; (f) the adoption of integrated urban management practices incorporating systematic criteria of sustainability in the formulation of land-use policies; and (g) enhanced technical capacity to regularly incorporate social criteria into the design and implementation of environmental policies and the development of strategies for increased citizen participation.

Indicators of achievement

17.42 Indicators of achievement would include: (a) the number of requests for technical cooperation received and fulfilled by ECLAC; (b) the development of environmental legislation and regulations relating to the application of environmentally sustainable policies; (c) the increased and systematic application of economic instruments to environmental management; and (d) the expression by member States of satisfaction with the Commission's analyses and proposals.

Subprogramme 9
Natural resources and infrastructure

Objective

17.43 The objective of the subprogramme is to promote the efficient use of natural resources and infrastructure in the energy, water, mining and transport sectors, and their environmentally sustainable management, with due consideration for social equity.

Strategy

17.44 Substantive responsibility for this subprogramme rests with the Natural Resources and Infrastructure Division. The strategy will be: to analyse new institutional mechanisms and improve regulatory frameworks for various sectors and activities, in particular privatized operations; to disseminate the outputs of such studies to ECLAC member countries to assist them in adopting appropriate policies and measures; to engage in technical assistance, with special emphasis on physical and trade integration of countries in the region and on fostering greater policy coordination; to carry out analytical work on issues of increasing importance, such as the implications and effects of decentralization, the privatization of the utilities industry and the influx of new actors in the management of natural resources and infrastructure services. Technical advice to ECLAC member countries and training activities for officials engaged in natural resource and infrastructure management will also be provided.

Expected accomplishments

17.45 Expected accomplishments would include: (a) strengthened technical expertise and facilitation of the design of suitable policies for promoting the efficient use of natural resources and infrastructure in a context of environmental sustainability and social equity; and (b) an increase in the capacity to manage natural resources and infrastructure at the decentralized regional and local levels, in particular, the strengthened capacity of stakeholders participating in these processes.

Indicators of achievement

17.46 Indicators would include: (a) the expression by member States of satisfaction with the Commission's analytical inputs, proposals and technical cooperation activities using various methodologies, including surveys; and (b) the number of requests for technical cooperation received and fulfilled by the Commission.

Subprogramme 10
Statistics and economic projections

Objectives

17.47 The objectives of the subprogramme are to strengthen the capacity of the region to produce the

statistics and projections necessary for formulating and monitoring policies designed to implement new development modalities and to increase the level of coordination of international statistical work across the region.

Strategy

17.48 Substantive responsibility for this subprogramme rests with the Statistics and Economic Projections Division. The strategy is geared to meeting the demand for information arising from new economic modalities in the region engendered by economic, social and institutional reforms and the growing internationalization of economies and societies. The production of statistics as well as the data banks of the Commission's technical cooperation programmes (at the methodological, technological and training levels) will be further expanded and strengthened. In the economic sphere, specific aspects, such as internal and external financing, modern services, and variations in the value of physical and financial stocks will be considered. In the social sphere, equity-related issues will be accounted for in evaluating new economic modalities such as poverty, income distribution and the informal or low-productivity sectors. In the environmental sphere, selected issues relating to economic and social reforms will be examined. Prospective studies and projections will be produced to gauge trends in the new regional context and challenges arising in the economic and social spheres and to provide tools for the evaluation of advantages, costs and challenges corresponding to differing development scenarios. The subprogramme will pursue the strengthening of capacity for analysing current economic events in order to assist countries with their short-term policies and the introduction of methods and techniques for improving thematic and geographical coverage as well as the quality of statistical data.

Expected accomplishments

17.49 Expected accomplishments would include: (a) increased capacity of ECLAC and member countries to produce statistics, to expand, update and develop data banks and to generate analyses of current economic trends as inputs for the management of short-term policies; and (b) expanded and improved technical capacity of countries in the region to produce statistics and forecasts as inputs for developing economic and social programmes in the short, medium and long term.

Indicators of achievement

17.50 Indicators of achievement would include: (a) an increase in the number of databases and expansion of their coverage; (b) an increase in the use of ECLAC statistical information in forecasts by countries and regional or international organizations; (c) the satisfaction of requests for technical cooperation in the area of statistics and projections; and (d) the widespread adoption and dissemination by countries in the region of methodological and technological advances that ECLAC assists in channelling, in particular the harmonized commodity description and coding system.

Subprogramme 11
Subregional activities in Mexico and Central America

Objectives

17.51 The objectives are to promote cooperation among member States in the subregion and to provide support in their efforts geared to: (a) formulating and implementing policies and measures aimed at improving subregional and international integration, economic growth and employment; (b) strengthening the capacity of the subregion to analyse and design appropriate policies and programmes affecting social development; (c) formulating policies and measures to strengthen productive, technological and business development in the agricultural and industrial sectors; and (d) promoting subregional cooperation and integration in the energy sector.

Strategy

17.52 Substantive responsibility for this subprogramme rests with the ECLAC subregional headquarters in Mexico. The strategy will emphasize the proposals prepared by ECLAC in its analysis of factors contributing to recent economic developments in countries in the subregion, in particular, those relating to new regional and national economic areas and emerging economic linkages. Similarly, attention will be paid to the new profile of public policies, the review and intensification of reforms, the strengthening of institutional capacities and the role of foreign investment in capital formation, technological change, employment and technical cooperation for development provided to member States in the subregion. The

strategy will also include the preparation and dissemination of documents and technical reports; promotion of the exchange of experiences and technical discussions through panels and expert group meetings; the formulation and implementation of technical cooperation projects directed at the specific needs of countries in crucial areas; and the execution of advisory missions.

17.53 Analytical studies will be undertaken and proposals will be prepared on social issues such as poverty, social exclusion, unemployment and gender mainstreaming affecting the countries in the subregion, at their request, for the purpose of formulating and implementing specific public policies. In the industrial sector, emphasis will be placed on policies and measures implemented to improve competitiveness, mainly through human resources training. In the agriculture sector, the focus will be on productivity measures, the promotion of sustainable agricultural production and measures for alleviating poverty and building human and social capital in rural areas. Proposals on issues relating to development of the energy sector may be formulated and elaborated upon through analytical as well as technical cooperation activities, which may include advisory missions and the execution of specific projects.

Expected accomplishments

17.54 Expected accomplishments would include: (a) enhancement of the institutional capacity of countries in the region to adjust to rapid changes on the international scene, to identify emerging opportunities and to maximize the beneficial effects and mitigate the adverse consequences of globalization; (b) strengthening of institutions aimed at reducing the gender gap; (c) facilitation of the formulation or review of policies on productive restructuring in countries of the subregion; and (d) strengthened technical expertise and facilitation of the design of policies for efficient energy use in the subregion.

Indicators of achievement

17.55 Indicators of achievement would include: (a) the satisfaction expressed by countries in the subregion with the specialized data and updated information generated and disseminated by ECLAC as a basis for negotiations and with the operational activities (advisory missions, technical cooperation projects, etc.) carried out by ECLAC; (b) the number of changes in the regulatory frameworks in the energy sector occurring in the countries that have received technical assistance from ECLAC; and (c) the number of requests for technical cooperation received and satisfied by the Commission covering the aforementioned subject areas.

Subprogramme 12
Subregional activities in the Caribbean

Objective

17.56 The objectives are to promote cooperation among member States in the Caribbean subregion and to provide support in their efforts geared towards: (a) formulating and implementing policies and measures aimed at promoting growth, improving their international linkages with the global economy and consolidating subregional integration; (b) strengthening the capacity of the subregion to analyse and design policies and programmes affecting social development, including gender mainstreaming; (c) promoting institution-building and developing national capacities in the field of science and technology; and (d) implementing the Programme of Action for the Sustainable Development of Small Island Developing States.

Strategy

17.57 Substantive responsibility for this subprogramme rests with the ECLAC subregional headquarters for the Caribbean. Traditionally, this office has monitored macroeconomic trends in the countries in the Caribbean subregion as well as progress in subregional integration, thereby contributing to deeper insight into the problems being faced by such countries and the policy actions adopted to overcome them. This support will be continued and special emphasis will be placed on the comparison of national experiences and on the analysis of policy lessons learned. ECLAC documents and technical reports will be widely distributed and the sharing of experiences and technical debate will be encouraged through panels and meetings of experts to facilitate the discussion of research results. In addition, operational activities will be encouraged, including, where requested, technical cooperation projects, consultation missions and training activities in the relevant technical

fields. Assistance will also be rendered to scientific and technological institutions in the subregion for the design and practice of business management policies and measures and for the incorporation of new technologies for improving competitiveness in the manufacturing and agro-industrial sectors. The subregion will continue to receive support for the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, scheduled for review in 2002.

Expected accomplishments

17.58 Expected accomplishments would include: (a) strengthened institutions in both the public and private sectors to facilitate adjustment to rapid changes on the international scene, identify opportunities arising, maximize the benefits and mitigate the adverse effects of globalization and move the process of subregional integration forward in a manner consistent with progress in hemispheric integration and changes in international trade regulations; and (b) strengthened policies, programmes and projects for the alleviation of poverty.

Indicators of achievement

17.59 Indicators would include: (a) the design by countries in the subregion of an additional number of appropriate policies for promoting competitiveness, growth and integration as well as social policies, in particular those geared towards overcoming poverty, resulting from the analytical inputs, proposals and technical cooperation services provided by the ECLAC subregional headquarters for the Caribbean; (b) the expression of satisfaction by the Caribbean countries with the relevance, timeliness and quality of the documents and technical reports and the outcome of the operational activities conducted; and (c) progress in the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States in those countries receiving technical cooperation in various areas from the subregional headquarters.

Legislative mandates

Programme 17
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Programme 18
Economic and social development in Western Asia

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Overall orientation

18.1 The overall orientation of the programme is to further equitable economic and social development, to promote regional cooperation and to strengthen the ability of the region to cope with the implications of globalization. The direction of the programme is provided in resolutions of the General Assembly and of the Economic and Social Council, which in its resolution 1818 (LV) of 9 August 1973 established the terms of reference of the Economic Commission for Western Asia, and in its resolution 1985/69 of 26 July 1985, amended those terms in order to underscore the social dimension of the functions of the Commission, at which time the name was altered to the Economic and Social Commission for Western Asia (ESCWA) to reflect that change. Further direction to the programme is provided in ESCWA resolutions, in particular, ESCWA resolution 220 (XX) on the adoption, by ESCWA member States, of the Beirut Declaration, dated 27 May 1999, on the occasion of the celebration of the twenty-fifth anniversary of the Commission. The Beirut Declaration presented a vision of the role and tasks of ESCWA for the twenty-first century and aimed at enhancing the role of the Commission at the regional level, in line with the Secretary-General's efforts to revitalize the performance of the United Nations at the dawn of the third millennium. Substantive responsibility for the programme is vested in the Commission.

18.2 The overall strategy of ESCWA is designed around five interdependent and complementary subprogrammes. The strategy is based on the formulation of regional programmes, mechanisms and solutions to interface with global issues and problems, in both the economic and social fields, to help ESCWA members to achieve a balanced integration in the world economy. One aim of the programme is to foster the adoption and adaptation of global principles, standards and trends, without detriment to the interests and specificities of the region. Another aim is to advocate the creation of an enabling environment that would stimulate the achievement of sustainable development with its three interdependent and mutually reinforcing components: economic development, social development and protection of the environment. Within this framework, the issue of gender commands special attention. Structurally, a gender perspective is articulated in each of the five ESCWA subprogrammes as a principal multidisciplinary component thereof. Likewise, it is an integral substantive component of the right to development which permeates the work of ESCWA and is one of the cornerstones of its mandate: the promotion of integrated economic and social development.

18.3 The implementation of the overall strategy would involve the following:

(a) Facilitating the formulation of new region-specific strategies for development based on reducing the heavy reliance on oil revenues through the diversification of output, mobilization of regional savings and attraction of suitable foreign direct investment, by continuing its work as a regional catalyst and an effective forum for dialogue, for the exchange of experiences and for building consensus and common positions;

(b) Cultivating the interest of member States in the advantages of regional cooperation and coordination in developing concerted policies, norms, regulations and legislation on regional issues, such as water scarcity, renewable energy resources, environment protection, intraregional trade, future negotiations under the auspices of the World Trade Organization (WTO), technology transfer and information networks;

(c) Raising the awareness of ESCWA members of their rights and obligations under multilateral trade liberalization in goods and services and partnership agreements as well as of the vital importance of regional and subregional integration to the future of the region;

(d) Assisting member States in determining regional priorities, developing effective regional coordination mechanisms and strengthening existing ones, and streamlining activities of common interest, while strengthening cooperation with other regional and subregional organizations, by serving as a platform, focal point and coordinator for United Nations organizations with a regional mandate;

(e) Incorporating, into the substantive areas of the programme, multidisciplinary issues, especially gender, human and institutional capacity-building, the right to development, poverty eradication, the environment, technology transfer and the development and dissemination of data and information;

(f) Enhancing the role of ESCWA as a major source for up-to-date reliable statistical data,

information systems and networks in the economic and social fields of the region, while working to enhance demand, especially by the business sector, by raising awareness of the increasing importance of information as the most powerful tool of analysis for promoting business;

(g) Providing continued support to the least developed member country (Yemen) and other countries with special needs.

18.4 In fulfilling its mandates, ESCWA has maintained, and shall continue maintaining, cooperative arrangements with member States and with a host of United Nations and non-United Nations regional organizations, notably the League of Arab States (LAS), the Arab Gulf Programme for United Nations Development Organizations (AGFUND), the other regional commissions, the United Nations Development Group, the Food and Agriculture Organization of the United Nations, the United Nations Conference on Trade and Development and the Bretton Woods institutions.

Subprogramme 1
Management of water, energy and the environment for sustainable development

Objective

18.5 The objective of this subprogramme is to achieve better management of water, energy and the environment and, through integrated approaches, positively impact sustainable development in the region.

Strategy

18.6 Within ESCWA, the substantive responsibility for this subprogramme is vested in the Energy, Natural Resources and Environment Division. The strategy will be oriented towards increasing the contribution of water and energy resources to the sustainable development of the region through integrated approaches. The ESCWA region is marked by a scarcity of water resources and the existence of substantial, but unequally distributed, fossil energy reserves. Accordingly, activities will target the promotion of policies, measures and technologies that will contribute to achieving sustainable development in the region. Particular emphasis will be placed on the rationalization of the use of resources, the development of conventional and non-conventional water resources, management of integrated water resources, promotion of new and renewable energy applications, and pollution control and environmental protection. Efforts will also be made to build capacity and increase public awareness of decision makers and users to the need for the rational use of energy and water resources and the protection of the environment. Member States will be provided with advice on ways and means of incorporating the right to development in the management of water, energy and environmental protection. In particular, support will be provided to decision makers in their efforts to integrate into their policies and plans the social aspects of the management of water, energy and the environment. Ways and means of increasing the access of the poor, especially poor women, to cheap energy and water, especially clean water, will be identified, and options that would facilitate the creation of new jobs and generate income, particularly for poor women, will be pursued.

18.7 Member countries will be assisted in addressing the consequences of economic reform policies and institutional changes in the energy and water sectors and the environment, by assessing and analysing the status thereof, especially with regard to privatization. Activities will facilitate the establishment and coordination of monitoring and reporting mechanisms on environmental issues and promote the implementation of the relevant chapters of Agenda 21, with special emphasis on energy and water by supporting Governments in their efforts to integrate environmental considerations into their development policies. Innovative approaches in environmental management and pollution control will be promoted, and measures and technologies will be identified to reduce emissions of greenhouse gases. Concerted policies and regional coordination mechanisms will also be promoted, particularly for new and renewable sources of energy, as will the rational use of resources. The promotion of subregional and regional electricity and gas networks will be supported through intraregional cooperation in the fields of water, energy and the environment.

Expected accomplishments

18.8 Expected accomplishments would include: (a) the adoption of cost-effective, environment-friendly policy

measures and technologies and economic instruments identified to ensure sustainability of water and energy resources on both the supply and demand side; (b) increased awareness and application in countries of the region of internationally recognized standards in environmental management and pollution control; and (c) increased access of rural areas to clean water and energy supplies.

Indicators of achievement

18.9 Indicators of achievement would include (a) the number of countries using environmentally friendly technologies to augment water resources and produce alternative sources of energy; (b) the number of options and technologies identified to reduce greenhouse gases; and (c) the number of member States adopting environmental management measures to safeguard the environment and decrease pollution.

Subprogramme 2
Promoting social change for sustainable development

Objective

18.10 The objective is to achieve social change that is region-specific and culturally sensitive in the direction of social equity, through sustainable human development and gender equity and equality within an enabling environment, while advocating good governance and human rights.

Strategy

18.11 Within ESCWA, substantive responsibility for this subprogramme is vested in the Social Development Issues and Policies Division. The subprogramme will be implemented through an integrated, holistic and rights-based approach to social development. This will enable ESCWA to serve as an early-warning system for the social sector, and as a forum for partners and actors, including non-governmental organizations in the development process. ESCWA members have to grapple with acute social problems. These result from disproportionate income distribution, abject poverty, unbalanced provision of basic social services, illiteracy, health deficiencies, urbanization and population movements, especially of refugees and the displaced, and the limited improvement in the status of women and their participation in the development process. All these problems are threats to community cohesion and to family structure and values. They are compounded by political instability, waste and mismanagement of resources, corruption and lack of transparency, which have been diverting the scarce financial resources away from legitimate expenditures, including investment in social development. The situation at the regional level would be aggravated by the social and cultural impact of globalization on society including the uneven distribution of the benefits of trade liberalization; the rapid pace of technological change; and the information revolution. Such a regional situation will accelerate the pace of social change and add to the complexity of social issues, requiring innovative approaches to address them.

18.12 Activities of the subprogramme include providing advice to member States in establishing broad-based policy linkages, grounded in human rights, between population, resources, environment and development. Efforts will be made to promote closer ties between governmental organizations and all actors of civil society. Integrated regional responses to global conferences' agendas will also be promoted by assisting member States in institution- and capacity-building of national and regional machinery. Member States will also be assisted in formulating strategies for sustainable human development. Particular attention will be paid to poverty alleviation and productive employment, including the family as a basic unit for social cohesion, while also emphasizing good governance and human rights as means of promoting sustainable human development. Support will be provided to ESCWA member States and local authorities in formulating appropriate innovative and integrated policies and programmes to foster sustainable settlements, particularly in cities and other urban areas. Activities will also focus on increasing gender awareness at large and on building capacities for the empowerment of women and their advancement by advocating a rights-based approach to gender equity and equality in the region and mainstreaming a gender perspective into policies, plans and programmes.

Expected accomplishments

18.13 Expected accomplishments would include: (a) increased awareness of the importance of underscoring social policies as an integral part of social development; (b) establishment of networking

mechanisms for social development among partners and actors in the development process, especially with institutions of civil society; (c) use by countries and other national machinery of social indicators and new information technology to monitor progress made in the implementation of the recommendations of global conferences; and (d) improved usage of gender statistics as a tool for analysis and formulation of gender-sensitive social policies.

Indicators of achievement

18.14 Indicators of achievement would include: (a) the number of countries producing national reports and officially adopting social policies; (b) the number of joint reports, committees and projects between governments and institutions of civil society; (c) the number of countries and institutions using social indicators in monitoring human development; and (d) the number of countries and institutions incorporating a gender perspective into policies, plans and statistics.

Subprogramme 3
Economic development and regional cooperation during the evolution of a globalized world economy

Objective

18.15 The objective is to sustain economic development in the region, while achieving a balanced integration in the world economy.

Strategy

18.16 Within ESCWA, the substantive responsibility for this subprogramme is vested in the Economic Development Issues and Policies Division. Implementation of the subprogramme will require the formulation of appropriate economic policies and development strategies in response to the new challenges and opportunities created by the rapidly evolving globalization phenomenon and the increasing trend towards establishing regional trade blocs. These policies should also take into consideration the need for good governance while enhancing the role of the private sector, and the emergence of issues with an international mandate, such as poverty eradication, gender mainstreaming, protection of the environment, and the emphasis on the human face of development by securing the right to development. The capacity of ESCWA member countries to meet these challenges and opportunities will be enhanced by increasing awareness and understanding of the rights and obligations arising from accession to WTO, joining regional and subregional blocs, taking part in partnership agreements, and the liberalization of financial markets.

18.17 In-depth reviews, assessments and analyses of the economic situation in the region will be provided with a view to enhancing macroeconomic management. Special emphasis will be placed on international and intraregional trade, financial markets, public finance and foreign direct investment through joint ventures with transnational corporations. Member States will be supported in identifying and formulating alternative development strategies based on diversifying and mobilizing national resources to offset fluctuations in oil revenues, facilitating foreign direct investment, the flow of intraregional investment and the return of capital that has been invested outside the region. Activities will also focus on defining the role of the governments, the private sector and civil society in economic activities and responsibility for development. Capacity-building in decision-making at all levels will be encouraged in the light of evolving development strategies. The awareness of member States will be increased with regard to the significance of promoting the human aspects of economic development by highlighting its impact on reducing social injustice and by supporting the right to development, gender mainstreaming and poverty eradication.

Expected accomplishments

18.18 Expected accomplishments would include: (a) enhanced ability of member countries to monitor targets for achieving sustainable economic development; (b) increased efficiency and stability in macroeconomic management; (c) increased awareness, among member States, of the challenges to their economy and opportunities created by the new international trading system and existing and potential regional blocs; and (d) an enhanced and effective contribution of the private sector to economic activity.

Indicators of achievement

18.19 Indicators of achievement would include: (a) the availability of timely economic statistics, and analysis for policy makers; (b) the number of countries

adopting measures to increase the efficiency and stability of macroeconomic management; (c) the extent of assistance provided to member countries to understand the implications of the new international trading system and the formation of regional economic groupings for their economy and increased number of countries acceding thereto; and (d) the rate of contribution of the private sector to the GDP, employment, fixed capital formation and trade.

Subprogramme 4
Coordination of sectoral policies and harmonization of norms and standards for sustainable development within global changes

Objective

18.20 The objective is to positively impact sustainable development through the coordination of sectoral policies and the harmonization of sectoral norms and standards within the region to achieve compatibility with international requirements, thus enhancing competitiveness of goods and services.

Strategy

18.21 In the ESCWA region, the persistence of fluctuations in the oil market makes the development of the non-oil sectors the only way of achieving diversification in output and of creating new sources of income. In addition, accession to WTO, as well as integration into regional and subregional blocs and participation in partnership agreements, require that competitiveness in output be achieved through the implementation of advanced technology, the modernization of production support services, especially in the transport and telecommunication sectors, and adherence to internationally recognized standards and regulations. These are prerequisites to benefiting from the opportunities of a free-trading system. The obligation to comply with international mandates on some emerging issues requires further commitment to incorporating the right to development, poverty eradication, gender mainstreaming and protection of the environment into the planning and implementation of sectoral policies.

18.22 Support will be provided to member States in the formulation of coordinated sectoral policies and harmonization of norms, standards and regulations to create agricultural and manufacturing industries that are export-oriented and are compatible with the requirements of a free-trading system. Measures will be identified, including technological innovations, to facilitate capacity development in order to enhance productivity, competitiveness and environmental compatibility of output. Member States will be advised on the facilitation of national, intraregional and interregional transport and telecommunications operations to support the physical flow of goods and movement of people as well as on the integration of markets at the national and regional levels. The awareness of both the governments and the private sector would be increased with regard to the need for rational utilization of scarce resources, especially land and water in sectoral production and investment activities. Additionally, awareness among ESCWA member States would be increased with regard to the importance of addressing the social aspect of sectoral development. This would be achieved by identifying production, transport and telecommunication activities that benefit the least advantaged groups of society, especially women, and helping to bridge the gap between rural and urban areas.

Expected accomplishments

18.23 Expected accomplishments would include: (a) increased facilitation of physical and information transboundary flows among member States; (b) enhanced competitiveness through increased capacity-building in relevant productive sectors; (c) enhanced sectoral productivity through increased usage by member States of environment-friendly measures, and improved linkages between technology and sectoral development; and (d) integration between rural and urban areas taking into consideration necessary interaction between the agricultural sector and other sectors.

Indicators of achievement

18.24 Indicators of achievement would include: (a) the number of member States adopting improved quality regimes and building networks and infrastructure; (b) fewer technical barriers across borders; (c) an increased number of member States adopting appropriate legal instruments to ensure competitiveness; (d) the number of institutions achieving ISO 9000 and 14000 standards and other

international standards and the extent of assistance provided in building the requisite technological skills; (e) the extent of identification and usage, by member States, of environment-friendly options in sectoral development and increased usage of technology to promote sectoral development; and (f) the number of countries adopting policies for ensuring sustainable livelihoods in rural areas.

Subprogramme 5
Development, coordination and harmonization of statistics

Objective

18.25 The objective of this subprogramme is to coordinate the development of statistics in order to effectively meet planning, policy-making and administrative requirements for addressing emerging national economic and social priorities.

Strategy

18.26 Within ESCWA, the substantive responsibility for this subprogramme is vested in the Statistics Division. The strategy will be implemented in coordination with international organizations and in cooperation with national and regional institutions. It would contribute to the development of national and regional statistics in the ESCWA region with a view to producing and disseminating the reliable, timely, standardized, gender-sensitive and comparable statistics needed by planners, policy makers, public and private enterprises, researchers and regional and international organizations. While the development of statistics in ESCWA member States gained momentum at the end of the twentieth century, the ability of member States to effectively meet planning, policy-making and administrative requirements in the twenty-first century will still fall short of desired results. Activities will provide a response to the mounting demand for social statistics and indicators generated by the recommendations of a number of United Nations global conferences in the field of social development. Accordingly, a better balance will be established through the provision of both economic and social statistics.

18.27 Activities of the subprogramme will strengthen the role of ESCWA as a neutral source of reliable statistics and information on the region by upgrading the collection, compilation, processing and dissemination of data using the latest information technologies. Additionally, the demand for statistics will be simultaneously increased through the enhancement of the capacity of end-users, especially the business sector, to make proper utilization of statistical data and information. Contributions will be made to statistical capacity-building in member States by assisting them in upgrading the statistical capabilities of their national cadres and by improving and expanding their statistical infrastructures in accordance with international criteria, concepts and methodologies, thereby enabling the implementation of international programmes and recommendations.

18.28 Member States will be assisted in adopting and using economic statistics and measuring indicators needed for monitoring development policies as well as for the implementation of corrective measures and the adjustment of economic policies. A core of social statistics and measure indicators will be developed for adoption by ESCWA members to monitor various aspects of the quality of life, such as employment/unemployment, poverty, gender and other issues. Activities will promote cooperation and the exchange of information, views and experiences among national statistical agencies in the region with a view to enhancing regional harmonization and integration, and improving the regional role in the international arena in the area of statistics.

Expected accomplishments

18.29 Expected accomplishments would include: (a) improved national capacity in using statistical tools for data analysis, guided by international standards; (b) increased production and use by member States of economic and social indicators needed for monitoring development policies, especially economic adjustment policies and human development; (c) further development and increased usage of a core of social statistics and indicators to monitor progress as part of follow-up to the recommendations of global conferences; and (d) improved capacity-building for the expanded production and usage of statistics on new areas, such as gender, energy and the environment and application thereof by member countries and institutions concerned.

Indicators of achievement

18.30 Indicators of achievement would include: (a) the number of countries covered and the number of personnel trained in the use of international statistical standards; (b) the number of new areas covered; (c) the number of statistical reports produced on the basis of international standards; (d) the number of joint reports, committees, meetings and projects between governments and civil society institutions; (e) the extent of application, by member States and institutions, of a core of social statistics in their statistical reports on follow-up to the recommendations of global conferences; and (f) the degree of inclusion of new statistical areas in statistical reports produced by member countries.

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53/120	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action
53/146	Human rights and extreme poverty

Economic and Social Council resolutions

1997/17	Agreed conclusions of the Commission on the Status of Women on the critical areas of concern identified in the Beijing Platform for Action
1998/43	Mainstreaming the gender perspective into all policies and programmes in the United Nations system
1998/44	Integrated and coordinated implementation and follow-up of major United Nations conferences and summits

Subprogramme 3
Economic development and regional cooperation during the evolution of a globalized world economy

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development
49/97	Strengthening international organizations in the area of multilateral trade
49/101	United Nations International Symposium on Trade Efficiency
50/91	Global financial integration: challenges and opportunities
52/180	Global financial flows and their impact on the developing countries
52/186	Renewal of the dialogue on strengthening international economic cooperation for development through partnership
52/196	Developing human resources for development
52/205	Economic and technical cooperation among developing countries

53/155	Right to development
53/169	Role of the United Nations in promoting development in the context of globalization and interdependence
53/170	International trade and development
53/175	Enhancing international cooperation towards a durable solution to the external debt problem of developing countries

Subprogramme 4
Coordination of sectoral policies and harmonization of norms and standards for sustainable development within global changes

General Assembly resolutions

51/172	Communication for development programmes in the United Nations system
52/184	Science and technology for development
53/177	Industrial development cooperation

Subprogramme 5
Development, coordination and harmonization of statistics

Economic and Social Council resolution

1993/5	1993 System of National Accounts

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Proposed medium-term plan for the period 2002-2005

Programme 19
Human rights

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* A/55/50.

00-37953 (E) 170400

Overall orientation

19.1 The purpose of the United Nations human rights programme is to promote universal enjoyment of all human rights by giving practical effect to the will and resolve of the world community as expressed by the United Nations. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations; the Vienna Declaration and Programme of Action, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121; the mandate of the United Nations High Commissioner for Human Rights as defined in resolution 48/141; international human rights instruments adopted by the United Nations, including the Declaration on the Right to Development; and the resolutions and decisions of policy-making bodies, including General Assembly resolution 926 (X) on advisory services in the field of human rights.

19.2 Within the Secretariat, substantive responsibility for the programme is vested in the Office of the United Nations High Commissioner for Human Rights (OHCHR). The Office acts as the focal point for and provides the leading role on all human rights activities of the United Nations.

19.3 The Office will continue to strive for the universal realization of all human rights for all through the implementation of the Charter's provisions on human rights and of the international human rights instruments adopted by the United Nations. The decisions of policy-making organs will guide this effort. Emphasis will be placed on the enhancement of cooperation at the international, regional and national levels. Priority will continue to be given to emphasizing the importance of human rights on the international and national agendas and to upholding the principle of equality and non-discrimination, to combating discrimination on grounds of race, sex, language or religion, to advancing the rights of children and women, to spreading education about human rights at all levels of education, to responding to the needs for protection of the vulnerable, and to addressing situations of international concern identified by the Commission on Human Rights and other pertinent United Nations organs.

19.4 Increased support will be provided to Member States in national capacity-building, human rights education and training through advisory services, technical cooperation activities and field activities and operations. Human rights will be addressed in an integrated, interrelated and interdependent manner, combining civil and political rights with economic, social and cultural rights, including the right to development, by stimulating and coordinating action across the whole United Nations system. The Office will continue to provide support to human rights organs and treaty-monitoring bodies and to strengthen, rationalize and streamline the United Nations machinery in the field of human rights, as requested by the General Assembly in resolution 48/141. OHCHR will continue to take gender fully into account in the development and application of norms and procedures so that violations against women and girls are clearly identified and the protection offered under the law is adequate and equitable.

Subprogramme 1
Right to development, research and analysis

Objectives

19.5 The primary objectives of this subprogramme are to realize the right to development and to strengthen respect for human rights.

Strategy

19.6 The substantive responsibility for the subprogramme is vested in the Research and Right to Development Branch. The Branch will focus on: (a) pursuing and further developing the existing integrated and multidimensional strategy for the implementation and promotion of the right to development; (b) strengthening its research and analysis capability in order to increase knowledge, awareness and understanding of human rights issues; and (c) enhancing effectiveness of action taken at the international, regional and national levels to promote and protect human rights.

19.7 The integrated and multidimensional strategy on the right to development will be pursued and strengthened through close cooperation and partnership with United Nations organizations to ensure that the right to development would be an integral part of all the programmes and activities undertaken by those organizations. National implementation of the right to development will be assisted through coordinated action taken by United Nations offices and agencies, at

the request of the country concerned, to support national capacity-building, particularly in the context of promoting awareness and building national capacities to eliminate obstacles to development resulting from failure to observe civil and political rights, as well as economic, social and cultural rights. Cooperation with international and national development agencies and relevant non-governmental organizations in consultative status with the Economic and Social Council will be strengthened.

19.8 Research and analysis will be undertaken, within the framework of the indivisibility, interdependence and interrelatedness of all human rights, with a view to facilitating the implementation of standards, the work of treaty bodies, special rapporteurs and other bodies and the preparation of new standards; to ensuring recognition, at the national and international levels, of economic, social and cultural rights; to promoting democracy; and to strengthening national human rights institutions and procedures for the rule of law. The Branch will also aim at contributing to the elimination of racism, racial discrimination, xenophobia and new forms of discrimination and strengthening the recognition of the human rights of women and children and the protection of vulnerable groups such as minorities, migrant workers and indigenous people. The outcome of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance, scheduled to take place in 2001, would provide additional elements for the work of the Branch. Activities also relate to situations presenting gross and persistent violations of human rights, and to the provision of assistance in setting up or strengthening institutions for the promotion and protection of human rights.

19.9 Research and analysis capability will be strengthened through efficient information management supported by information technology. The basic components of the Human Rights Information Computerized Analysis Environment (HURICANE), an OHCHR Intranet information network system, would be developed and integrated utilizing a search engine.

Expected accomplishments

19.10 Expected accomplishments would include:

(a) Wider integration/inclusion of a human rights approach, in general, and the promotion and protection of the right to development as an integral part of fundamental human rights, in particular, across the human rights programme and the relevant programmes of work of United Nations departments/offices and the specialized agencies and of major international, regional and national development agencies, organizations and forums;

(b) Implementation of the outcome of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance;

(c) Enhanced awareness, knowledge and understanding of human rights;

(d) Improved implementation of resolutions of the General Assembly, the Economic and Social Council and the Commission on Human Rights dealing with the promotion and protection of human rights, as well as of the outcome of the World Conference against Racism;

(e) Increased recognition of the rights of women and children and strengthening of the protection of vulnerable groups such as minorities, migrant workers and indigenous people.

Indicators of achievement

19.11 Indicators of achievement would include:

(a) Number of cooperation agreements signed and implemented between OHCHR and major international and regional development agencies and organizations;

(b) Level of compliance or non-compliance with implementation of resolutions or decisions adopted by the General Assembly, the Economic and Social Council and the Commission on Human Rights;

(c) Extent to which the right to development has been included in the work programmes of the departments/offices of the United Nations, the specialized agencies and other relevant intergovernmental organizations.

Subprogramme 2
Supporting human rights bodies and organs

Objectives

19.12 The objectives of this subprogramme are to achieve universal ratification of the six main human

rights treaties currently in force, as well as ratification of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families; and to facilitate the effective functioning of the human rights treaty bodies and human rights organs and procedures established pursuant to United Nations human rights instruments.

Strategy

19.13 The subprogramme is under the responsibility of the Support Services Branch. The strategy will include:

(a) Provision of technical and substantive support to the various intergovernmental organs, treaty bodies and expert bodies and mechanisms with a view to facilitating their deliberations and contributing to the rationalization and increased effectiveness of their functioning. Of particular importance would be the need to strengthen the analytical capacity of the human rights treaty-monitoring bodies in reviewing the States parties' reports submitted periodically under international treaties and in examining individual communications;

(b) Facilitating the follow-up to the recommendations of the treaty bodies at the national level;

(c) Formulating plans of action to strengthen the implementation of the human rights instruments;

(d) Promotion of proposals regarding the improvement of existing procedures, including the procedure set forth in Economic and Social Council resolution 1503 (XLVIII);

(e) Maximizing the assistance provided to the intended beneficiaries of the voluntary funds established to aid victims of human rights violations, such as victims of torture and slavery; to combat racism and racial discrimination; and for indigenous populations.

Expected accomplishments

19.14 Expected accomplishments would include: (a) increase in the number of States parties to the principal treaties and in the number of ratifications; (b) a reduction in the backlog of States parties' reports and individual complaints currently before the reviewing mechanisms; (c) timely delivery of required substantive and logistical input and support to treaty bodies, and intergovernmental and expert bodies; and (d) improved assistance provided to beneficiaries of voluntary trust funds established to aid victims of human rights violations.

Indicators of achievement

19.15 Indicators of achievement would include: (a) increase in the number of States signing and/or ratifying the principal treaties; (b) degree of satisfaction expressed by participants and observers about the conduct of meetings; (c) a reduction in the time lapse between submission of a State party report and its examination by the relevant treaty-monitoring body, or the receipt of a complaint and its review by the relevant mechanism; (d) number of grant recipients and reduction in the delays for delivery of assistance; and (e) increase in number of individual complaints processed.

Subprogramme 3
Advisory services, technical cooperation, support to human rights fact-finding procedures and field activities

Objectives

19.16 The main objectives are: (a) to prevent human rights violations and to promote and protect human rights through support of the United Nations human rights monitoring mechanisms; (b) to ensure the effectiveness and quality of human rights field work by providing substantive and methodological support to field presences; and (c) to strengthen national capacities and infrastructures of countries, at the request of their Governments, for the protection and promotion of all human rights.

Strategy

19.17 This subprogramme is under the responsibility of the Activities and Programmes Branch.

19.18 The Branch will provide advisory services and technical cooperation for the design and implementation of regional strategies for the protection and promotion of human rights, in close cooperation with relevant United Nations agencies, regional and subregional organizations, Governments and civil societies. In line with the regional strategies, assistance

will be provided to requesting countries: (a) to develop comprehensive national plans of action to promote and protect human rights, including in national capacities and in human rights education; (b) to support the establishment of national human rights institutions; and (c) to raise awareness and promote specialized knowledge about human rights through the organization of training courses, seminars and workshops at the national, subregional and regional levels, providing human rights fellowships and the production of a wide range of educational, training and information material.

19.19 In the area of support to fact-finding bodies, assistance will be provided to special rapporteurs/representatives, experts and working groups mandated by policy-making bodies through the preparation of information regarding alleged violations and situations or their review, the preparation of urgent appeals and other communications with concerned Governments, the provision of substantive and operational support for missions and meetings and the provision to policy-making bodies of analytical information on human rights situations.

19.20 In order to ensure quick response to immediate threats of human rights violations, an emergency response task force would be established within the Secretariat. Other mechanisms may be established for the same purpose following consultations with Member States.

19.21 With respect to field activities, specific strategies, including exit strategies, would be designed and implemented, while maintaining contacts with Governments, appropriate sectors of the United Nations system, international and regional organizations, civil society and others. Field presence strategies would include activities to enhance national capacities through the development of human rights training programmes for national officials and civil society, and for international field staff and appropriate components of other United Nations field operations.

Expected accomplishments

19.22 Expected accomplishments would include: (a) adoption of national legislation and practices; (b) adoption and implementation of regional strategies for the protection and promotion of human rights; (c) enhanced awareness and increase in specialized knowledge about human rights; and (d) prompt action by policy-making bodies and the United Nations in response to immediate threats of human rights violations.

Indicators of achievement

19.23 Indicators of achievement would include: (a) enumeration of regional human rights strategies adopted; (b) Enumeration of ratifications of human rights treaties; (c) enumeration of national human rights action plans and national human rights institutions established; (d) number of persons trained, participants in seminars/workshops, and fellowships granted; and (e) enumeration of situations where human rights violations were prevented.

Legislative mandates

Programme 19
Human rights

General Assembly resolutions

48/121	World Conference on Human Rights
48/141	High Commissioner for the promotion and protection of all human rights
53/166	Comprehensive implementation of and follow-up to the Vienna Declaration and Programme of Action (Subprogrammes 1 and 2)
54/138	Violence against women migrant workers (Subprogrammes 1 and 2)
54/166	Protection of migrants (Subprogrammes 1 and 2)
54/168	Respect for the principles of national sovereignty and non-interference in the internal affairs of States in their electoral processes (Subprogrammes 1 and 3)
54/169	Respect for the right to universal freedom of travel and the vital importance of family reunification (Subprogrammes 1 and 2)
54/173	Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization (Subprogrammes 1 and 3)
54/174	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity

Commission on Human Rights resolution

1994/95	World Conference on Human Rights (Subprogrammes 1 and 2)

Subprogramme 1
Right to development, research and analysis

General Assembly resolutions

41/128	Declaration on the Right to Development
53/142	Strengthening of the rule of law
53/146	Human rights and extreme poverty
54/133	Traditional or customary practices affecting the health of women and girls
54/134	International Day for the Elimination of Violence against Women
54/135	Improvement of the situation of women in rural areas
54/137	Convention on the Elimination of All Forms of Discrimination against Women

54/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and the Platform for Action
54/148	The girl child
54/149	The rights of the child
54/150	International Decade of the World's Indigenous People
54/153	Measures to combat contemporary forms of racism, racial discrimination, xenophobia and related intolerance
54/154	Third Decade to Combat Racism and Racial Discrimination and the convening of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance
54/155	Universal realization of the right of peoples to self-determination
54/159	Elimination of all forms of religious intolerance
54/160	Human rights and cultural diversity
54/162	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
54/163	Human rights in the administration of justice
54/164	Human rights and terrorism
54/165	Globalization and its impact on the full enjoyment of all human rights
54/170	Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
54/172	Human rights and unilateral coercive measures
54/175	The right to development
54/181	Enhancement of international cooperation in the field of human rights

Economic and Social Council decision

1999/12	Racism, racial discrimination, xenophobia and related intolerance

Commission on Human Rights resolutions

1999/22	Effects on the full enjoyment of human rights of the economic adjustment policies arising from foreign debt and, in particular, on the implementation of the Declaration on the Right to Development
1999/25	Question of the realization in all countries of the economic, social and cultural rights contained in the Universal Declaration of Human Rights and in the International Covenant on Economic, Social and Cultural Rights, and study of special problems which the

	developing countries face in their efforts to achieve these human rights
1999/34	Impunity
1999/40	Traffic in women and girls
1999/41	Integrating the human rights of women throughout the United Nation system
1999/46	Contemporary forms of slavery
1999/61	Question of the death penalty
1999/65	Fundamental standards of humanity

Subprogramme 2
Supporting human rights bodies and organs

General Assembly resolutions

2106 A (XX)	International Convention on the Elimination of All Forms of Racial Discrimination
2200 (XXI)	International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights
39/46	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
44/25	Convention on the Rights of the Child
53/138	Effective implementation of international instruments on human rights, including reporting obligations under international instruments on human rights
54/157	International Covenants on Human Rights
54/158	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families

Economic and Social Council resolutions and decisions

1503 (XLVIII)	Procedure for dealing with communications relating to violations of human rights and fundamental freedoms
1979/36	Further promotion and encouragement of human rights and fundamental freedoms
1990/48	Enlargement of the Commission on Human Rights and further promotion of human rights and fundamental freedoms
1999/256	Rationalization of the work of the Commission on Human Rights

Subprogramme 3
Advisory services, technical cooperation, support to human rights fact-finding procedures and field activities

General Assembly resolutions

926 (X)	Advisory services in the field of human rights
53/148	Regional arrangements for the promotion and protection of human rights
54/151	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
54/161	United Nations Decade for Human Rights Education, 1995-2004, and public information activities in the field of human rights
54/176	National institutions for the promotion and protection of human rights
54/180	Human rights and mass exoduses

Economic and Social Council resolution

1235 (XLII)	Question of the violation of human rights and fundamental freedoms, including policies of racial discrimination and segregation and of apartheid in all countries, with particular reference to colonial and other dependent countries and territories

Commission on Human Rights resolutions

1995/53	Advisory services and the Voluntary Fund for Technical Cooperation in the Field of Human Rights
1998/74	Human rights and thematic procedures

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Programme 20
Humanitarian assistance

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* A/55/50.

00-36663 (E) 270400

Overall orientation

20.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies; to promote natural disaster reduction; and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for this programme are derived from General Assembly resolution 46/182 of 19 December 1991, in which the Assembly reconfirmed and reinforced earlier decisions and resolutions adopted by it and the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and humanitarian emergencies. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of this programme and the achievement of its objectives.

20.2 The strategy for implementing the programme is based on: the need for the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in complex emergencies; advocacy of humanitarian principles and concerns; the promotion of natural disaster reduction; the mobilization and coordination of assistance for disasters; and the availability of timely information on emergencies and natural disasters to facilitate global humanitarian assistance.

Subprogramme 1
Policy and analysis

Objective

20.3 The objective of this subprogramme is to ensure an effective international response to humanitarian crises through the implementation of coherent policies on humanitarian issues.

Strategy

20.4 Within the Office for the Coordination of Humanitarian Affairs, the substantive responsibility for this subprogramme is vested in the Policy Development and Advocacy Branch and the Inter-Agency Standing Committee and Executive Committee on Humanitarian Affairs secretariat. The Branch will develop coherent policies for the United Nations system on humanitarian issues, including those on access to and protection of the civilian victims of armed conflict and natural disasters and on security for humanitarian staff and supplies. It will also develop and promote the acceptance and implementation of policies to strengthen assistance to and protection of internally displaced persons. Support will be given to the planning of humanitarian operations and humanitarian components of peacekeeping operations as well as to the establishment of effective planning capacities for the management of the transition from relief to reconstruction and development. In addition, efforts will be made to ensure that lessons learned from past humanitarian operations are applied to the strengthening of future humanitarian operations. The Inter-Agency Standing Committee secretariat will provide support to the Committee in its efforts to ensure a well-coordinated international response to humanitarian crises.

Expected accomplishments

20.5 Expected accomplishments would include improvement of the coordinated delivery of humanitarian assistance and protection and the adoption of policies by the Inter-Agency Standing Committee for the effective implementation of country-specific arrangements.

Indicators of achievement

20.6 Indicators of achievement would include more timely delivery of humanitarian assistance by the United Nations system; the adoption of policy measures by United Nations legislative bodies; and an increase in the number of agreements reached by the Inter-Agency Standing Committee on country-specific issues.

Subprogramme 2
Complex emergencies

Objective

20.7 The objective of this subprogramme is to ensure the coherent, timely and effective response by the United Nations system and its partners to complex emergencies.

Strategy

20.8 Within the Office for the Coordination of Humanitarian Affairs, the substantive responsibility for this subprogramme is vested in the Complex Emergency Response Branch and the Emergency Liaison Branch. The Complex Emergency Response Branch will provide support to resident and humanitarian coordinators in the field to ensure effective field-based coordination; implement field-based strategic planning for the common humanitarian action plans of the United Nations; and draw up appeals to solicit support from the donor community. The Emergency Liaison Branch will make available to the United Nations system and its partners information and advice on a timely basis with respect to issues linking humanitarian situations with political, security and military dimensions, and will ensure proper integration where appropriate of humanitarian assistance with political and peacekeeping initiatives.

Expected accomplishments

20.9 Expected accomplishments would include a more timely and better-coordinated response and the provision of more support to countries in or emerging from civil crisis; more effective information flow among political, peacekeeping, development and humanitarian elements of the United Nations system; and an increase in funding for humanitarian activities.

Indicator of achievement

20.10 Indicators of achievement would include improved response time for complex emergencies, improved management of field coordination units and increased response by the donor community to the consolidated appeals for complex emergencies.

Subprogramme 3
Natural disaster reduction

Objective

20.11 The objective of this subprogramme is to reduce vulnerability to natural disasters.

Strategy

20.12 The substantive responsibility for this subprogramme is vested in the secretariat of the International Strategy for Disaster Reduction. Pursuant to the International Strategy for Disaster Reduction, the secretariat will establish a thematic working group within the framework of the Inter-Agency Task Force for the International Strategy for Disaster Reduction for the purpose of coordinating efforts to address disaster reduction and climate research, climate change and global warming, as well as climatic variability. Other types of activities will include: (a) the establishment of an international coordinating platform for integrated early-warning processes for natural, technological and environmental disasters; (b) the development of a common international understanding and approach to the analysis of the social and economic impacts of natural, technological and environmental disasters; and (c) the exchange of information and technology on disaster reduction through networking partnerships among communities at the subregional, regional and international levels. Particular attention will be given to specific recommendations for improved disaster reduction measures in small island developing States and in Africa. The subprogramme will also undertake to increase public awareness of the risks that natural disasters as well as technological and environmental hazards pose to modern societies. It will engage public participation at all levels of implementation so as to create disaster-resistant communities through the expansion of risk-reduction networks. It will also undertake to strengthen the operational capacity of developing countries in the areas of disaster prevention, mitigation and preparedness within the framework of international development cooperation, in particular through the United Nations Development Programme.

Expected accomplishments

20.13 Expected accomplishments would include increased capacity of developing countries for preparedness in disaster prevention and mitigation; expanded scientific and technical knowledge about reducing vulnerability to natural disasters; and increased public awareness of the risks associated with natural, technological and environmental hazards.

Indicator of achievement

20.14 Indicators of achievement would include an increase in the number of countries having the technical capacity to deal with disaster prevention and mitigation; improved early-warning processes for

natural, technological and environmental disasters; and an increase in the number of risk-reduction networks.

Subprogramme 4
Disaster relief

Objective

20.15 The primary objective of this subprogramme is to facilitate the timely delivery of disaster relief assistance to victims of natural disasters and environmental emergencies, including technological accidents.

Strategy

20.16 Within the Office, the substantive responsibility for this subprogramme is vested in the Disaster Response Branch. The Branch will continue to aim at the timely mobilization and coordination of international assistance to countries affected by natural or other sudden-onset disasters through strengthened cooperation between assisting and recipient countries, agencies and organizations providing humanitarian relief. The existing emergency response system will be strengthened through: (a) disaster response preparedness, including standby mechanisms; (b) needs assessment and coordination tools, such as the United Nations disaster assessment and coordination teams, the application of telecommunications technology and improved national and regional capacities; (c) the provision of support to Member States and international response networks to ensure improved cooperation and coordination in crisis management; (d) the application of analyses of and lessons learned following natural disasters; (e) the development of capacities to respond to environmental emergencies and industrial accidents; and (f) coordination, on a more timely basis, of international search-and-rescue efforts after earthquakes. Initiatives will be also taken to reinforce services to field offices through greater participation in the inter-agency structure, through training initiatives in disaster management and through the regional disaster response advisers. The Branch will continue its efforts to encourage donor support through informational meetings and post-mission briefings, as well as through the preparation of inter-agency appeals, in cooperation with operational agencies, following major disasters with a view to facilitating the transition from relief to rehabilitation and development.

Expected accomplishment

20.17 An expected accomplishment would be a more timely alleviation of the suffering caused by natural and other disasters.

Indicator of achievement

20.18 Indicators of achievement would include more timely and better coordination of responses to the countries affected by disasters; increased participation in training seminars on disaster management; improved field and regional cooperation in disaster management; and increased donor responses to inter-agency appeals.

Subprogramme 5
Humanitarian emergency information and advocacy

Objective

20.19 The objective of the subprogramme is to facilitate decision-making of the international and humanitarian community on relief, logistics, funding and contingency planning and to increase support for and awareness of humanitarian principles and concerns.

Strategy

20.20 Within the Office, the substantive responsibility for this subprogramme is vested in the Information Management Services Branch. The Branch will provide time-critical and reliable information on unfolding emergencies and natural disasters for global humanitarian assistance. The Branch will also provide information technology support for the Office by utilizing the latest information technologies to facilitate access to information. It will maximize the reach of publications to the humanitarian community. It will maintain and strengthen the Office's web sites, including ReliefWeb/OCHA-Online, the Integrated Regional Information Network (IRIN) and other field-based web sites so as to ensure the timely availability of emergency information. The information available to users will be further enhanced through partnership with other members of the humanitarian community for information sharing, coordination and standardization. With regard to complex emergencies, the Branch will provide early warning information by monitoring a standard set of indicators and by preparing

recommendations on preventive and preparedness measures. It will continue to provide secretariat and technical support to the United Nations inter-agency framework for coordination teams and to assist United Nations country teams in the preparation of contingency plans.

Expected accomplishment

20.21 Expected accomplishments would include more timely provision of relief, logistics, funding and contingency planning, in view of the expanded access to and increased utilization of timely information on emergency situations, an increased level of preparedness to deal with emergencies and greater compliance with humanitarian principles and increased understanding of humanitarian concerns.

Indicator of achievement

20.22 Indicators of achievement would include an improvement in emergency response time because of the availability of information and an increase in the number of users of information made available through ReliefWeb, OCHA-Online and IRIN.

Legislative mandates

Programme 20
Humanitarian assistance

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations
47/120	An Agenda for Peace: preventive diplomacy and related matters
53/192	Triennial policy review of operational activities for development of the United Nations system
54/95	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
54/96	Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: special economic assistance to individual countries or regions
54/192	Safety and security of humanitarian personnel and protection of United Nations personnel

Economic and Social Council agreed conclusions

1999/1	Special economic, humanitarian and disaster relief assistance

Security Council resolution

1265 (1999)

Subprogramme 1
Policy and analysis

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform
52/171	Participation of volunteers, "White Helmets", in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development

Subprogramme 2
Complex emergencies

General Assembly resolutions

52/172	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
52/211 A	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan

52/211 B The situation in Afghanistan and its implications for international peace and security

Subprogramme 3
Natural disaster reduction

General Assembly resolutions

54/219 International Decade for Natural Disaster Reduction: successor arrangements

54/220 International cooperation to reduce the impact of the El Niño phenomenon

54/233 International cooperation on humanitarian assistance in the field of natural disasters from relief to development

Economic and Social Council resolutions

1999/46 International cooperation to reduce the impact of the El Niño phenomenon

1999/63 International decade for natural disaster reduction: successor arrangements

Subprogramme 4
Disaster relief

General Assembly resolution

54/30 Emergency response to disasters

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Programme 21
Protection of and assistance to refugees

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* A/55/50.

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Overall orientation

21.1 The overall objective of this programme is to provide international protection to refugees and others of concern to the United Nations High Commissioner for Refugees and to seek permanent solutions to their problems, as well as to provide them with humanitarian assistance. Assistance is one aspect of international protection and is a means of facilitating it. It is rooted in and grows out of the protective nature of the work of the Office of the United Nations High Commissioner for Refugees (UNHCR). In its operational activities, UNHCR seeks to integrate protection and humanitarian assistance. The pursuit of durable solutions to the problems of refugees is the heart of protection and the principal purpose of this programme.

21.2 The mandate for the programme is contained in General Assembly resolutions 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and 428 (V), which contains the statute of the Office. The Assembly has also called upon the High Commissioner to provide assistance to returnees, as well as to monitor their safety and well-being on return (resolution 40/118). In addition, on the basis of specific requests from the Secretary-General or the competent principal organs of the United Nations, and with the consent of the State concerned, UNHCR provides humanitarian assistance and protection to internally displaced persons (resolution 48/116). As regards the assistance activities of UNHCR, the basic provisions of the statute were expanded by the Assembly in its resolution 832 (IX).

21.3 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention and the 1967 Protocol relating to the Status of Refugees. In addition, there are a number of other international instruments of relevance, such as the 1989 Convention on the Rights of the Child. At the regional level, there are also important instruments and declarations, such as the Convention Governing the Specific Aspects of Refugee Problems in Africa of the Organization of African Unity, the Cartagena Declaration on Refugees, adopted by the Colloquium on the International Protection of Refugees in Central America, Mexico and Panama, and the San José Declaration on Refugees and Displaced Persons.

21.4 UNHCR is responsible for the implementation of the programme.

21.5 The overall strategy that will be followed consists of a range of activities undertaken in cooperation with States and other organizations and pursued with a continued strong emphasis on improving efficiency, transparency and accountability, especially through the development of an integrated operations management system. Notable among them are the following:

(a) The pursuit of comprehensive strategies, in cooperation with States and other organizations, aimed at both mitigating and preventing the causes of forced population movements as well as finding solutions to them when they occur;

(b) The ongoing development of a legal regime of international protection, in particular through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights and the promotion and dissemination of refugee law and protection principles;

(c) The further development of contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced human displacement;

(d) The provision of humanitarian assistance in an environmentally sensitive manner and in such a way that it is supportive of and reinforces development initiatives to the extent possible;

(e) The incorporation into all aspects of the delivery of humanitarian assistance the particular needs and capacities of refugee women and elderly refugees and the special needs of refugee children and adolescents;

(f) The further development, in consultation with concerned parties, of options to ensure the security and the civilian and humanitarian character of refugee camps and settlements as well as security in areas of return and to explore further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees;

(g) The systematic follow-up to relevant recommendations in the plans of action emanating from recent and upcoming international conferences.

21.6 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference as contained in General Assembly resolution 1166 (XII).

Subprogramme 1
International protection

Objective

21.7 The objective of this subprogramme is to provide international protection to refugees and to others of concern to the United Nations High Commissioner for Refugees and to seek solutions to their problems.

Strategy

21.8 This subprogramme falls under the overall responsibility of the Department of International Protection. The overall objective is multifaceted and will be pursued in a number of ways. Further accessions to the 1951 Convention and the 1967 Protocol relating to the Status of Refugees as well as to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness will be promoted. The monitoring of the observance by States of internationally accepted standards for the treatment of refugees, especially the fundamental principles of asylum and non-refoulement, will contribute to ensuring the effective implementation of refugee rights by the States concerned. This will involve working especially for the establishment by States of fair and efficient procedures for the determination of refugee status or, as appropriate, other mechanisms to ensure that persons in need of international protection are identified and granted such protection, and to ensure that all persons seeking international protection are granted access to those procedures and mechanisms. To ensure a more effective response to the protection needs of refugee women, children and adolescents and the elderly, a wider dissemination of the respective policies and guidelines relating to refugee women, children and adolescents and the elderly will be undertaken, and a more concerted effort will be made to ensure their implementation. The promotion and dissemination of refugee law and protection principles, particularly through training, in cooperation with non-governmental organizations, academic institutions and other relevant organizations of governmental and non-governmental officials will be another means of achieving the stated objective. In addition, when, on the basis of a specific request of the Secretary-General or a competent principal organ of the United Nations, and with the consent of the State concerned, UNHCR provides protection to internally displaced persons, it will do so on the basis of criteria enumerated in the relevant resolutions of the General Assembly and in close collaboration with other concerned entities and agencies. To revitalize old and build new partnerships in support of the international refugee protection system, efforts to promote collaboration on refugee protection with a wide range of actors, including the Office of the High Commissioner for Human Rights, will be continued. In order to find permanent solutions to the problems of refugees, efforts will be made to promote the development of more comprehensive and regional approaches to resolving refugee situations and other forms of involuntary displacement, as appropriate.

Expected accomplishments

21.9 The expected accomplishments would include:

(a) increased number of accessions to relevant conventions and protocols;

(b) Improved observation by States of internationally accepted standards for the treatment of refugees, especially the fundamental principles of asylum and non-refoulement;

(c) A more timely and effective response to the protection needs of refugee women, children and the elderly;

(d) Increased use of comprehensive and regional approaches to resolving refugee situations and other forms of involuntary displacement;

(e) Progress towards finding durable solutions to the many instances of forced displacement.

Indicators of achievement

21.10 The indicators of achievement would include:

(a) The number of additional accessions to the relevant legal instruments;

(b) The number of people returning from situations of forced displacement;

(c) The number of cases brought to the attention of UNHCR of people seeking refugee status who were not treated in accordance with internationally accepted standards or were subject to refoulement.

Subprogramme 2
Assistance

Objective

21.11 The objective of the subprogramme is to provide humanitarian assistance to those of concern to the Office of the High Commissioner from the outset of an emergency until such time as the beneficiaries have been successfully reintegrated in their communities of origin, while at the same time paying particular attention to the capacities and needs of the priority categories of refugee women, children and adolescents and the elderly.

Strategy

21.12 The subprogramme is under the responsibility of the Department of Operations, which embraces the various regional operations. UNHCR will engage in a number of strategies. UNHCR is concerned that assistance, where possible, be delivered in such a way that it involves the recipients, taps the potential of refugee women and elderly refugees and is given in such a way that it reinforces rather than undermines local capacities to cope. In addition, UNHCR will work assiduously with all stakeholders to bridge the gap in the levels of assistance provided to refugees in the different regions of the world. Another concern of UNHCR is that assistance programmes should not interfere with or work against the return, as soon as feasible, to a process of sustainable development. UNHCR aims to provide humanitarian assistance in an environmentally sound manner, consistent with the environmental policy adopted by its Executive Committee at its forty-sixth session (1995), and as reflected in related operational guidelines.

21.13 A particularly important consideration during the period of the plan will be to enhance further the emergency preparedness and response mechanisms of UNHCR, taking into account the recent independent evaluation of UNHCR performance during the Kosovo operation; this will be done in close consultation with the Office for the Coordination of Humanitarian Affairs of the Secretariat and other agencies. UNHCR will also develop further specific preparedness measures at the country level, in particular through joint contingency planning in-country with States and operational partners, including provision for the integration of local resources into the planned response mechanisms. UNHCR will also review its operational cooperation with the military in the provision of emergency assistance, especially with regard to services for which they can add value in terms of technical and extensive organizational capacity in large-scale humanitarian emergencies. To strengthen further the effectiveness and efficiency of its humanitarian assistance, UNHCR will also establish, during the period of the plan, collaborative ventures with agencies having complementary mandates or competencies. In particular, memoranda of understanding or framework agreements with relevant United Nations organizations will be reviewed to ensure greater operational predictability. Furthermore, the Office will continue to give effect to the Declaration and Plan of Action adopted at the global UNHCR/non-governmental organization Partnership in Action Conference (Oslo, 1994), and to improve the partnership process with non-governmental organizations. UNHCR will also continue to involve its implementing partners, both non-governmental and governmental, in programme planning and ensure that they receive the appropriate training and support to comply with conditions associated with the implementation of projects on behalf of UNHCR, especially as the new operations management system is deployed in the field.

21.14 UNHCR will improve its procedures for monitoring progress in regard to the mainstreaming of programme priorities established by the Executive Committee, namely refugee women, refugee children and adolescents, the elderly and the environment. UNHCR believes that a concerted effort is necessary to ensure more effective implementation of its policies relating to refugee women and children in the field, even in the early phases of an emergency. Greater attention will be given to the formulation of programmes based on gender analysis and a clear identification of age-related needs.

21.15 The Office feels that it is important to ensure, in consultation with host Governments, the security and the civilian and humanitarian character of refugee camps and refugee-populated areas, as well as the security of returnee areas. In consultation with States,

which have the primary responsibility in this matter, and with the Department of Peacekeeping Operations of the Secretariat and other relevant bodies, UNHCR will develop further the concept of security in refugee and returnee areas and determine a range of concrete measures whereby it might contribute, depending on the situation, to the achievement of such security. To anchor the return of those forcibly displaced to their communities of origin, the Office will continue to ensure linkages between broader development efforts and humanitarian assistance. In that regard, UNHCR, when formulating solutions, will work closely with development entities and international financial institutions to ensure a comprehensive approach to programme planning.

Expected accomplishments

21.16 Greater efficiency and effectiveness will mark all stages of the UNHCR programme cycle. The expected accomplishments would include:

(a) Strengthening of local capacity to cope with refugee situations;

(b) Improved emergency preparedness and response mechanisms, including preparedness measures at the country level;

(c) Improved operational cooperation with the military and increased collaborative ventures with agencies having complementary mandates or competencies and with non-governmental organizations;

(d) Progress in regard to the mainstreaming of programme priorities established by the Executive Committee, namely refugee women, refugee children and adolescents, the elderly and the environment;

(e) Further development of the concept of security in refugee and returnee areas.

Indicators of achievement

21.17 The indicators of achievement would include:

(a) Specific measurement instruments that would be formulated to achieve security in refugee and returnee areas;

(b) Procedures that would be established or improved to achieve progress in the mainstreaming of the programme priorities established by the Executive Committee;

(c) Enhancement of the emergency response capacity of UNHCR measured against a plan of action to be established by the Executive Committee.

Legislative mandates

Subprogramme 1
International protection

Conventions and conference declarations

Convention relating to the Status of Refugees (1951) and its Protocol (1967)

Convention relating to the Status of Stateless Persons (1954)

Convention on the Reduction of Statelessness (1961)

Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa (1969)

Cartagena Declaration on Refugees (1984)

Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)

San José Declaration on Refugees and Displaced Persons (1994)

General Assembly resolution

54/146 Office of the United Nations High Commissioner for Refugees

Executive Committee report

Report of the fiftieth session of the Executive Committee of the High Commissioner's Programme (A/AC.96/928)

Subprogramme 2
Assistance

Security Council resolution

1208 (1998) concerning the situation in refugee camps in Africa

Executive Committee report

Report of the fiftieth session of the Executive Committee of the High Commissioner's Programme (A/AC.96/928)

Conference declaration

Partnership in Action Declaration and Plan of Action (Oslo, 1994)

Memoranda of understanding

Memorandum of Understanding with the United Nation's Children's Fund (1996)

Memorandum of Understanding with the World Food Programme (1997)

Framework Agreement for Operational Cooperation between UNHCR and the United Nations Development Programme (1997)

Framework for Cooperation between UNHCR and the World Bank (1998)

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Proposed medium-term plan for the period 2002-2005

Programme 22
Palestine refugees

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* A/55/50.

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Overall orientation

22.1 The overall purpose of this programme is to assist the Palestine refugee population living in Jordan, Lebanon, the Syrian Arab Republic and the West Bank and Gaza Strip until there is an eventual resolution of the Palestine refugee issue. That assistance involves the provision of essential education, health and relief and social services to eligible Palestine refugees. Also provided under the programme is emergency relief assistance to the beneficiary population and response to requests from the Palestinian Authority, host Governments and the Secretary-General as they arise, commensurate with available resources.

22.2 The mandate for the programme, which is the responsibility of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), is General Assembly resolution 302 (IV) of 8 December 1949, which established UNRWA as a separate entity within the United Nations system. The mandate of UNRWA has been renewed repeatedly, most recently by the Assembly in its resolution 53/46 of 3 December 1998, when it was extended until June 2002. In its resolution 3331 (XXIX) B of 17 December 1974, the Assembly decided that, with effect from 1 January 1975, the expenses for salaries of international staff in the service of UNRWA that would otherwise be a charge on voluntary contributions should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.

22.3 UNRWA reports directly to the General Assembly. Overall review of UNRWA programmes and activities is undertaken by the 10-member Advisory Commission, which includes representatives of the Agency's major donors and host Governments. The Advisory Commission has a working relationship with the Palestine Liberation Organization.

22.4 The Agency's concern is for the self-reliance of the refugee community. The long-term viability of its programmes and sustainability are key themes of its activities. Where feasible and desirable, UNRWA will continue to incorporate cost-sharing and self-support measures into its regular programmes in order to ensure the efficient use of resources and to support participation by the beneficiary population in the provision of Agency services.

Objectives

22.5 The objectives of the programme are:

(a) To meet the basic educational needs of Palestine refugees and to enhance their educational and employment opportunities;

(b) To meet the Palestine refugees' basic health needs and to improve the overall state of health of their community;

(c) To support those Palestine refugees who suffer the greatest socio-economic disadvantage and to facilitate their self-reliance;

(d) To improve the quality of life of small and micro-entrepreneurs, sustain jobs, decrease unemployment and provide income-generating opportunities to needy men and women through the provision of credit;

(e) To improve infrastructure and socio-economic conditions in the Agency's five areas of operation.

Strategy

22.6 The overall strategy for meeting the programme objectives will involve the provision of:

(a) Education services, including general, vocational/technical and teacher education for Palestine refugees, within the framework of the prescribed curricula of the host Governments and the Palestinian Authority, in accordance with the needs of the refugees, their identity and cultural heritage and consistent with the standards of the United Nations Educational, Scientific and Cultural Organization;

(b) Health services, to protect, preserve and promote the health status of registered Palestine refugees and to meet their basic health needs, consistent with the basic principles and concepts of the World Health Organization as well as with the standards achieved by the public health sectors in the Agency's areas of operation;

(c) Relief and social services, in pursuit of a policy of developmental social welfare towards service facilitation and promotion of self-reliance among the Palestine refugee community, to meet their needs, maintain a reasonable standard of existence and improve their capacity to become self-reliant.

22.7 Under its project implementation programme, UNRWA anticipates continuing to undertake projects to

improve infrastructure and socio-economic conditions in its five areas of operation, in accordance with the needs of the refugee population and to the extent permitted by donor funds. Projects are currently an integral part of the Agency's programme of activities. They are the means by which it covers nearly all of its capital costs (school construction, upgrading of health centres, etc.), as well as various key service-related non-recurrent costs (environmental health improvements, rehabilitation of shelters, etc.). They also enable UNRWA to supplement its regular budget allocations in key areas such as hospitalization.

22.8 Under the income-generation programme, UNRWA will maintain the best practices of the microfinance industry by adhering to the standards established for the industry. It would also attempt to achieve international standards of efficiency and outreach in a way that provided cost-effective services to clients in a sustainable manner.

22.9 UNRWA has continuously adapted its role and services in keeping with the needs of the refugees and the changing environment in which it operates. In its long history in the area, the Agency has demonstrated a capacity to adapt and enhance its programmes as required to cope with developments in the region, and it stands ready to continue to do so in accordance with the mandate it receives from the General Assembly.

22.10 The Agency's ability to carry out its work programme depends on voluntarily contributed funds being made available to it by the international community. UNRWA faces a major challenge in maintaining the level of its services within those resources. Measures to streamline its operations and to achieve cost savings through productivity gains where appropriate will be emphasized.

Expected accomplishments

22.11 Expected accomplishments would include:

(a) Improvement of the quality of education provided to the Palestine refugee population at all levels, including maintaining an environment conducive to learning through upgrading and construction of facilities and enhancing the skills and competencies of the Agency's teaching and training staff;

(b) Improvement of the overall state of health of the Palestine refugee population and reduction of environmental health problems in their camps;

(c) Reduced dependence of Palestine refugees on relief and social service assistance in meeting their basic needs, in maintaining a reasonable standard of living and in improving their capacity to become self-reliant;

(d) Expansion of the Agency's income-generation programme;

(e) Improved infrastructure and socio-economic conditions in the Agency's five areas of operation, Jordan, Lebanon, the Syrian Arab Republic and the West Bank and Gaza Strip.

Indicators of achievement

22.12 Indicators of achievement would include:

(a) The maintenance of relatively high pupil pass rates and low pupil drop-out rates in basic education as compared with institutions run by host authorities;

(b) The adaptation and improvement of course content and curriculum in vocational training institutions to meet changing market conditions;

(c) Response to changes in demand for education facilities in keeping with demographic and other factors;

(d) The number of additional educational facilities or other infrastructural facilities constructed or renovated;

(e) A reduction in infant mortality rates;

(f) The maintenance of high immunization rates;

(g) An increased percentage of shelters with safe indoor water facilities and shelters connected to proper sewage facilities;

(h) The number of individuals belonging to certain marginalized groups within the Palestine refugee community whose socio-economic status had improved;

(i) The number of participants in the income-generation programme;

(j) The number of projects completed.

Legislative mandates

Programme 22
Palestine refugees

General Assembly resolutions

302 (IV)	Assistance to Palestine refugees
53/46	
54/69	

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Programme 23
Public information

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Overall orientation

23.1 The overall purpose of the programme is to increase awareness and understanding of the work and purposes of the United Nations among peoples of the world. In order to help build broad-based global public support for the Organization's goals, issues of concern to the international community, including those addressed by major international conferences and the special sessions of the General Assembly, are highlighted. The mandates for the programme are provided by the General Assembly, initially in its resolution 13 (I) of 13 February 1946, and subsequently in resolutions on questions relating to information,
the most recent one being Assembly resolutions 54/82 A and B. Within the Secretariat, substantive responsibility for the programme is vested in the Department of Public Information.

23.2 The programme strategy is based on the premise that public information and communications should be placed at the heart of the strategic management of the United Nations and that a culture of communications should permeate all levels of the Organization as a means of fully informing the peoples of the world of the aims and activities of the United Nations. By enhancing public awareness and understanding of the goals and ideals of the United Nations, the Organization will be able to galvanize universal support for its objectives. To that end, emphasis will be placed on publicizing effectively and in a timely manner the activities of the Organization and the relevance of its work to the daily lives and concerns of people everywhere through the main target audiences, such as the media, non-governmental organizations, educational institutions, business and professional organizations and other segments of civil society. Particular attention will be given to the areas of special interest to developing countries and, where appropriate, to other countries with special needs, including African countries and countries with economies in transition, in order to contribute to bridging the gap between developing and developed countries in the field of public information and communications.

23.3 In order to project an image of the Organization as an open and transparent public institution, emphasis will be placed on the continuing development of a culture of communications throughout the Organization. Partnerships will be strengthened at the Headquarters and field levels, which is essential to enable the Department to define the themes to be highlighted during the period of the medium-term plan and to coordinate the public information activities of the Organization with a view to presenting a unified image. Information and communications plans and campaigns will be implemented in collaboration with departments and offices to publicize the work of the Organization in their respective sectors. Cooperation among all organizations of the United Nations system will also be strengthened. Cooperation and partnerships with redisseminators will be pursued at all levels, both at Headquarters and in the field. The various elements of the system will work together in a more news-centred, media-friendly multimedia operation, providing information directly to international news editors in all Member States, including through the network of United Nations information centres, services and offices worldwide.

23.4 Increased use will be made of the latest technology, in both the traditional and electronic media, including the Internet, to deliver news directly and instantaneously to the media worldwide. Particular attention will be given to tailoring the news disseminated to different regions, bearing in mind their technological capacity.

23.5 Every effort will be made to ensure that publications and other information services of the Secretariat, including the United Nations web site, contain comprehensive, objective and equitable information about the issues before the Organization. Editorial independence, impartiality, accuracy and full compliance with resolutions and decisions of the General Assembly will be observed.

23.6 The Committee on Information provides overall guidance to the Department in its implementation of the programme.

Subprogramme 1
Promotional services

Objective

23.7 The objective of the subprogramme is to promote awareness of the central role of the United Nations and its relevance to the lives of peoples everywhere in addressing the challenges facing humankind.

Strategy

23.8 Within the Department of Public Information, responsibility for implementing the subprogramme lies primarily with the Public Affairs Division, which is assisted by the Office of the Under-Secretary-General and the network of United Nations information centres and information services. The strategy is to manage the public image of the Organization effectively and to stimulate the development of a unified vision of the United Nations system at work. In this context, the Department will work closely with other substantive departments of the United Nations and with the organizations of the United Nations system to develop thematic information campaigns on priority issues of concern to the international community and to implement them at the international, regional and national levels. The campaigns will deal, in particular, with peace and security, including building a culture of peace and non-violence; economic and social development, including eradicating poverty, combating racism and promoting human rights and self-determination; and the question of Palestine.

23.9 To mobilize support for its information campaigns, partnerships with key constituencies, including the media, non-governmental organizations, educational institutions, professional and business organizations and other segments of civil society, will be strengthened. The network of information centres will also strengthen and expand partnerships with civil society at the national and local levels. The centres will forge closer links with educational organizations to reach students, including through the use of the Internet and videoconferencing where available. Special attention will be given to developing the CyberSchoolBus, the young people's segment of the United Nations web site, and transforming it into a locale where young people and teachers alike can converge for the purpose of facilitating teaching and learning about the United Nations and its activities through interactive web pages.

23.10 Direct outreach to the general public will be provided, *inter alia*, through the United Nations web site and through an informative experience for visitors to Headquarters and the offices in Geneva, Nairobi and Vienna. In order to convey the Organization's message to as wide an audience as possible, the six official languages and, to the extent possible, local languages at information centres, will be used in promotional activities.

23.11 Promotional services will include the issuance of public information materials, including booklets, pamphlets, fact sheets, wallcharts, information kits and press releases; the holding of press conferences and briefings; the organization of special events, such as observance of United Nations commemorative days and years, round tables for journalists and editors, seminars and workshops; the training of broadcasters and journalists from developing countries; and the organization of internship programmes. Electronic, audio and video technology will also be utilized. Exhibits, guided tours and lectures will be provided to highlight the work of the Organization.

Expected accomplishments

23.12 The public's understanding of and interest in the goals and objectives of the Organization would be enhanced, and public support for the work of the Organization would be strengthened.

Indicators of achievement

23.13 Indicators of achievement would include an increase in the level of interest shown by the target audience; an increase in the number of requests for and enquiries about the promotional products and services; an increase in the number of visitors to the United Nations web site; and an increase in the number of visitors to United Nations premises under the guided tour programme.

Subprogramme 2
Information services

Objective

23.14 The objective of this subprogramme is to increase the interest and access of news organizations and media to up-to-date news and other information about the Organization and its activities.

Strategy

23.15 Within the Department of Public Information, the responsibility for implementing the subprogramme lies primarily with the News and Media Division, which is assisted by the Office of the Spokesman of the Secretary-General, the Office of the Under-Secretary-General and the United Nations information centres and information services. The changing needs of news organizations, the convergence of traditional media

with the Internet and the capacity of new technology for instantaneous global communication will allow the direct delivery to the news media worldwide of breaking news and media products, including news packages for television and radio (including live transmissions) and complete multimedia coverage of United Nations activities.

23.16 In order to ensure faster access to news and other information about the Organization, a multimedia Internet news service, backed by an e-mail "news alert" service, direct delivery of radio broadcasts and the increased use of live radio and television feeds, will be developed. Video programming for use and dissemination over the Internet will also be developed.

23.17 Radio remains one of the most cost-effective and far-reaching media available to the Organization for the dissemination of information. United Nations radio and its outputs will be made more immediately available directly to both listeners and the mass media. The development of new communications technologies, such as webcasting, digital audio broadcasting, satellite distribution and direct satellite broadcasting, offer vast opportunities for widening the traditional reach of United Nations radio.

23.18 Work on the development, enhancement and enrichment of the United Nations web site in all official languages, and in local languages by the United Nations information centres, with the ultimate goal of accelerating the dissemination of information and data to a wider audience, will continue. The structure of the United Nations web site will be rationalized to render it more user-friendly and flexible.

23.19 In order to cope effectively with the fast pace of technology, particular attention will be paid to modernizing the technical and physical requirements of television, radio and photographic coverage through a transition to digital technology in all media.

Expected accomplishments

23.20 The expected accomplishments by the end of the plan period would include an increase in coverage of the Organization's goals and activities by the media organizations around the world and an increase in public awareness about the issues addressed by the Organization.

Indicators of achievement

23.21 Indicators of achievement would include an increase in the number of accesses and links from external sites to the United Nations news sites; an increase in the size of audience reached through redisseminating broadcasters and its geographical spread; an increase in the number of enquiries about and requests for news material; and positive feedback from the media organizations on the relevance and timeliness of news material provided.

Subprogramme 3
Library services

Objective

23.22 The objective of the subprogramme is to facilitate access to timely and up-to-date library products and services for use by delegates, permanent missions of Member States, the Secretariat, researchers and depository libraries worldwide.

Strategy

23.23 Responsibility for the subprogramme lies with the Library and Information Resources Division and the United Nations information centres and information services. By maintaining, preserving and making available an archival collection of United Nations documents, publications and oral history tapes and transcripts, the Division will facilitate access to and use of library services and supply bibliographic and factual information about the Organization and its work. The delivery of customized information directly to the users' desktops through Internet services will be expanded, and training to users (permanent missions, Secretariat staff and depository librarians) in the use of library services will be provided. In addition, access to commercially available electronic information services will be made available in a cost-effective way through the formation of a consortium of United Nations system organizations.

23.24 The capacity of the Dag Hammarskjöld Library will be increased through networking with other libraries. The United Nations depository libraries, numbering more than 350, will be further developed into effective channels of communication. The electronic delivery of documents to depository libraries will be promoted where feasible to ensure rapid, complete and cost-effective document distribution. The

network of United Nations libraries sharing responsibility for the indexing and preservation of United Nations documents will be strengthened. Technical assistance will be provided in the development of a unified United Nations library system at the country level.

23.25 In-house production and processing of data, including the production and issuance of updated standards and guidelines for bibliographic control, the issuance of multilingual reference tools and the updating of indexing terminology in the six official languages, will continue to be improved. Furthermore, work on the conversion of older United Nations documents in all languages from microfiche and paper to digital format for the purpose of uploading to the optical disk system and the United Nations web site will continue.

23.26 The Internet site of the Library as a major source of United Nations information will be enriched and further developed to the maximum extent possible in all six official languages, with multilingual retrieval capabilities. The major database, the United Nations Bibliographic Information System (UNBIS), will also use the Internet as its main platform for dissemination to the public.

Expected accomplishments

23.27 Expected accomplishments of the subprogramme would include faster and greater access by users to products and services of the Library.

Indicators of achievement

23.28 Indicators of achievement would include an increase in the number of requests and enquiries for the products and services of the Library, an increase in the number of visitors to the Library's web page and positive feedback from participants in training programmes on the effective utilization of the services of the Library.

Subprogramme 4
Publication services

Objective

23.29 The objectives of this subprogramme are to increase readership of United Nations publications in all formats and to increase understanding of the breadth of its activities.

Strategy

23.30 Responsibility for the subprogramme lies with the Library and Information Resources Division. The Division will provide publication services, including the development of policies and procedures for the production of print and electronic products, cartographic products, geographic information and graphic design as well as management of the publications programme. Increased use will be made of the evolving technology to improve the quality of graphic design and printing of all printed publications. The Publications Board will be strengthened so as to harmonize publication policies and to better monitor and coordinate the publication programme of the Organization.

23.31 The Division is responsible for the preparation and publication of the *Yearbook of the United Nations*, the *United Nations Chronicle*, *Africa Recovery* and *Development Business*. In addition to the printed versions, electronic access to the *United Nations Chronicle* and *Africa Recovery* web sites will be enhanced to increase readership. The *Yearbook of the United Nations* will also be made available for sale on CD-ROM. The availability of on-line subscriptions to *Development Business* will facilitate the timely dissemination of procurement opportunities and collaborative venture opportunities generated by projects implemented by organizations throughout the United Nations system.

23.32 Cartographic products and geographic information services in support of substantive activities of the Secretariat, including requirements of the Security Council, will be provided. A common United Nations geographic database, to be made accessible through web server technology, would be established and maintained. Efforts to strengthen multilingualism in print and electronic media would be continued.

Expected accomplishments

23.33 An expected accomplishment would be a greater interest in United Nations publications.

Indicators of achievement

23.34 Indicators of achievement would include an increase in the number of subscriptions to United Nations publications and in the number of publications sold and an increase in the number of visitors to the web sites of United Nations publications.

Legislative mandates

Programme 23
Public information

General Assembly resolutions

1086 (XI)	Public information activities of the United Nations
2897 (XXVI)	Review and appraisal of the United Nations information policies and activities
3047 (XXVII)	Revenue-producing activities
33/115 A	Questions relating to information
33/115 B	
33/115 C	
34/182	Questions relating to information
53/25	International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010)
53/78 E	United Nations Disarmament Information Programme
53/90	Implementation of the United Nations New Agenda for the Development of Africa in the 1990s
53/183	Implementation of the Programme of the International Conference on Population and Development
53/243 A	Declaration and Programme of Action on a Culture of Peace
53/243 B	
54/23	Implementation of the outcome of the World Summit for Social Development
54/24	Follow-up to the International Year of Older Persons: a society for all ages
54/28	United Nations Decade of International Law
54/41	Special information programme on the question of Palestine of the Department of Public Information of the Secretariat
54/64	Multilingualism
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
54/81	Comprehensive review of the whole question of peacekeeping operations in all their aspects
54/82 A	Questions relating to information
54/82 B	
54/91	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples

54/92	Dissemination of information on decolonization
54/113	United Nations Year of Dialogue among Civilizations
54/120	Policies and programmes involving youth
54/121	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century
54/122	United Nations literacy decade: education for all
54/124	Follow-up to the International Year of the Family
54/125	Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders
54/132	International cooperation against the world drug problem
54/134	International Day for the Elimination of Violence against Women
54/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and the Platform for Action
54/150	International Decade of the World's Indigenous People
54/154	Third Decade to Combat Racism and Racial Discrimination and the convening of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance
54/157	International Covenants on Human Rights
54/158	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
54/159	Elimination of all forms of religious intolerance
54/161	United Nations Decade for Human Rights Education, 1995-2004, and public information activities in the field of human rights
54/173	Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization
54/176	National institutions for the promotion and protection of human rights
54/206	Implementation of the commitments and policies agreed upon in the Declaration on International Economic Cooperation, in particular the Revitalization of Economic Growth and Development of the Developing Countries, and implementation of the International Development Strategy for the Fourth United Nations Development Decade
54/208	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)

54/218	Implementation of and follow-up to the outcome of the United Nations Conference on Environment and Development and the nineteenth special session of the General Assembly
54/224	Implementation of the outcome of the Global Conference on the Sustainable Development of Small Island Developing States
54/231	Role of the United Nations in promoting development in the context of globalization and interdependence
54/232	Implementation of the First United Nations Decade for the Eradication of Poverty
54/235	Implementation of the Programme of Action for the Least Developed Countries for the 1990s
54/248	Pattern of conferences (sect. E, Information technology)
54/249	Questions relating to the proposed programme budget for the biennium 2000-2001

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Proposed medium-term plan for the period 2002-2005

Programme 24
Management and central support services

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* A/55/50.

00-36566 (E) 190400

Overall orientation

24.1 The overall objectives of this programme are to support the intergovernmental processes of the Organization by providing effective Secretariat support services to the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council and their subsidiary organs, as well as to various special conferences and meetings held under the auspices of the United Nations, and to enhance the efficiency and effectiveness of the Organization in managing its administrative, financial and human resources. The basic mandate derives from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101. In addition, the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213, 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations as well as resolutions 52/12 A and B and other relevant resolutions of the Assembly provide the basis for implementing this programme.

24.2 The overall strategy of the Department of Management in meeting the programme's objectives follows the Secretary-General's programme for reform adopted by the General Assembly in its resolutions 52/12 B and 52/220. The Department aims to strengthen the Secretariat's capacity to deliver the mandated programmes. Efforts to simplify procedures will continue, in particular through the progressive upgrading of the technological capacity of the Secretariat, including determining how and where operations can best be carried out, while leaving central management to concentrate on policy development, guidance and monitoring of compliance. Attention will be paid to further strengthening the existing common and joint services and expanding and developing new common and joint services among the United Nations organizations wherever and whenever they would be the most efficient arrangement for providing support services. In this context, specific measures will be taken to strengthen the common services provided by the United Nations Office at Nairobi.

24.3 The Department of Management at Headquarters and the United Nations offices at Geneva, Vienna and Nairobi are responsible for the implementation of this programme and the achievement of its objectives.

Subprogramme 1
Management services

Objective

24.4 The objective of the subprogramme is to support the continued improvement of management and administration throughout the Secretariat.

Strategy

24.5 The substantive responsibility for this subprogramme is assigned to the strategic management policy team, or the Management Policy Committee, consisting of the Under-Secretary-General for Management and three Assistant Secretaries-General of the Department of Management, assisted by the Management Policy Office of the Department and the management of the United Nations offices at Geneva, Vienna and Nairobi. The Management Policy Committee will continue to ensure an integrated approach to improving management throughout the Secretariat. To this end, effective reporting and monitoring systems will be established, appropriate accountability mechanisms will be put in place, processes, procedures and rules will be further simplified and streamlined and an effective planning and evaluation capacity, which will include performance measurement standards and analytical performance reports, will be developed. The Department will maintain effective communications and transparent consultations with Member States on the management improvement issues and ensure effective substantive support on those issues to the General Assembly and its relevant subsidiary organs.

24.6 In specific areas of the subprogramme, such as the management of financial assets and the administration of justice, attention will continue to focus on effective management of the limited financial resources available to the Organization and on facilitating the functioning of the internal justice system of the Secretariat through constant monitoring of established policies and procedures and the development of measures to protect the interests of the Organization and to safeguard its assets.

Expected accomplishments

24.7 Accomplishments would include management improvements that would reduce the burden of administration and provide programme managers with the authority that they need to deliver effectively the mandated programmes while retaining full accountability.

Indicators of achievement

24.8 Indicators of achievement would be:

(a) The outcome of an evaluation by the General Assembly of the implementation of management reform in the Secretariat;

(b) The degree of satisfaction expressed by users of specific services provided by the Management Policy Office.

Subprogramme 2
Programme planning, budget and accounts

Objectives

24.9 The major objectives of the subprogramme are: to facilitate intergovernmental deliberations by the General Assembly and decision-making on the issues of planning, programming, budgeting and accounts of the Organization; and to ensure sound financial management of the Organization and the effective monitoring and management of its assets, including the provision of timely services to Secretariat and other users.

Strategy

24.10 The substantive responsibility for this subprogramme rests with the Office of Programme Planning, Budget and Accounts, with support from the related operational units of the United Nations offices at Geneva, Vienna and Nairobi. During the plan period, attention will be focused on strengthening budgetary and accounting policies and on the systematic strengthening of compliance by the Secretariat with the Financial Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and other relevant policies and directives to ensure efficient use of the resources of the Organization. The translation of legislative mandates into plans and programme budgets and the application of budgetary procedures, guidelines and methodologies for the regular budget, peacekeeping operation budgets and extrabudgetary resources will be further improved to facilitate the effective management, implementation and monitoring of the Organization's activities and resources. Measures will be also taken to ensure accuracy and timeliness in meeting the Organization's financial obligations from within its available resources, in collecting, recording and processing relevant financial data, and in further improving financial control and transparency in the presentation of the financial statements and the accounts of the Organization to the United Nations Board of Auditors. Special efforts will be made to fully exploit the potential of the Integrated Management Information System by further training staff and developing analytical reports to identify opportunities for servicing users better and on a timely basis.

Expected accomplishments

24.11 Accomplishments would include stricter compliance by departments and offices of the Secretariat with the Financial Regulations and Rules and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Improved budgetary control and monitoring of expenditures would lead to better resource use, to progressively reduced variances between the authorized resources and the final expenditures and to increased accuracy and timeliness of budgetary and financial reports. Users' needs would be met on a more timely basis.

Indicators of achievement

24.12 Indicators of achievement would be:

(a) The audit opinion of the United Nations Board of Auditors on the financial statements of the United Nations;

(b) The availability of budgetary documents and financial reports by the required dates;

(c) The satisfaction of users with regard to the quality and timeliness of services rendered, including payroll, insurance, invoices and claims processing.

Subprogramme 3
Human resources management

Objective

24.13 The primary objective of this subprogramme is to implement and sustain a system of modern human resources management that ensures that the Secretariat can carry out its functions efficiently and effectively.

Strategy

24.14 The substantive responsibility for this subprogramme rests with the Office of Human Resources Management, with support from the relevant organizational units of the United Nations offices at Geneva, Vienna and Nairobi. During the plan period, the strategy will be focused, in particular, on comprehensive and systematic recruitment, placement and career development policies; strategic planning; competency and skill development; improved conditions of service; the progressive establishment and implementation of a system of staff performance recognition; and a well-designed mechanism of staff accountability and responsibility at all levels. Gradual delegation to the heads of departments and offices of the administrative functions relating to human resources management will continue, while the role of the Office of Human Resources Management as a central authority for formulating policies, planning and monitoring will continue and will be reinforced. Attention will also continue to be paid to enhancing the internal system of justice.

Expected accomplishments

24.15 Secretariat staff would be highly motivated, their skills would be carefully matched to tasks, they would be up to date with respect to current technology and issues, and they would be led by performance-oriented managers. The main elements of the human resources management reform would have been largely implemented, and a system of human resources management would be in place.

Indicators of achievement

24.16 Indicators of achievement would be:

(a) A reduction in the amount of time required to process major human resources actions, including recruitment, transfers and separations;

(b) More versatile, multi-skilled staff and enhanced managerial capacity;

(c) Improved geographical distribution as reflected in the composition of the Secretariat;

(d) The degree of satisfaction expressed by users with regard to the quality and timeliness of services, including training.

Subprogramme 4
Support services

Objectives

24.17 The main objectives of this subprogramme are: (a) to ensure continued efficient and cost-effective support to substantive programmes in the areas of security and safety, information technology and information management, procurement, travel and transportation, facilities management, archives and record management and management of commercial activities; (b) to ensure efficient Secretariat support services to the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council and their subsidiary organs when they are in session and to the special conferences and meetings held under the auspices of the United Nations; and (c) to facilitate, through the provision of information and documentation, the deliberations of the General Assembly and its relevant subsidiary organs on specific support services issues under their review. Within the context of the Secretary-General's management reforms, this subprogramme also covers the strengthening of the existing common and joint services and the expansion and development of new common and joint services among the United Nations organizations.

Strategy

24.18 The responsibility for implementation of this subprogramme rests with the Office of Central Support Services at Headquarters and the relevant operational units of the United Nations offices at Geneva, Vienna and Nairobi. The overall strategy for meeting the subprogramme's objectives will revolve around the close cooperation of the service providers with the various departments and offices at Headquarters and the offices away from Headquarters. The strategy will be based on the adoption of a service-oriented

approach stressing timeliness, efficiency, cost-effectiveness and quality, through:

(a) The development of security strategies and training programmes and the enforcement of common security standards to provide a safe and secure work environment for the delegates, staff and visiting dignitaries on the premises of the United Nations;

(b) The development and implementation of a long-term strategy for information technology with a view to harmonizing the information technology infrastructure at all duty stations and improving information management;

(c) The effective implementation of procurement reform as mandated by the relevant General Assembly resolutions;

(d) The maintenance of efficient and cost-effective travel and transportation services, in particular through close cooperation with other United Nations system organizations;

(e) The efficient and cost-effective management of all existing physical facilities of the Organization, in particular through their systematic maintenance and timely renovation;

(f) The progressive upgrading of archives management, in particular through the application of advanced information technology and the gradual conversion of the service into a common service archives research centre for use by Member States, United Nations organizations and various other organizations and institutions.

24.19 Efforts will be taken to enhance and expand a system of common services through the launching of cooperative efforts and the establishment of inter-organizational networking between the United Nations and organizations of the United Nations system.

Expected accomplishments

24.20 Accomplishments within the scope of this subprogramme would include improved security and safety conditions on United Nations premises, a higher-level technological environment in the Organization, simplified and more effective administrative procedures in the areas of procurement, travel and transportation and information management, better physical condition of United Nations premises, an improved working environment for delegations and staff and more effective archives and other common services provided to users.

Indicators of achievement

24.21 Indicators of achievement would be:

(a) The outcome of an evaluation by the General Assembly of the level and scope of the specific support services provided at Headquarters and the United Nations offices at Geneva, Vienna and Nairobi;

(b) The degree of satisfaction expressed by users of specific services in response to surveys solicited by the Office of Central Support Services and the United Nations offices at Geneva, Vienna and Nairobi.

Legislative mandates

Programme 24
Management and central support services

Subprogramme 1
Management services

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
52/220	Questions relating to the proposed programme budget for the biennium 1998-1999

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
54/249	Questions relating to the proposed programme budget for the biennium 2000-2001

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
54/139	Improvement of the status of women in the Secretariat

Subprogramme 4
Support services

General Assembly resolution

54/14	Procurement reform

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Proposed medium-term plan for the period 2002-2005

Programme 25
Internal oversight

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* A/55/50.

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Overall orientation

25.1 The overall purpose of the programme is to enhance effectiveness in the implementation of all programmes through continually improved internal control mechanisms within the Organization. The mandate for the programme derives from the responsibility of the Secretary-General as the chief administrative officer of the United Nations, entrusted to him under Article 97 of the Charter of the United Nations. The mandates specific to his responsibility for internal oversight derive from General Assembly resolutions 48/218 B, 53/207, 54/236 and 54/244 and the relevant provisions of the Financial Regulations and Rules of the United Nations. Within the Secretariat, substantive responsibility for the programme is vested in the Office of Internal Oversight Services (OIOS), the scope of whose oversight responsibilities covers the resources and staff of the Organization.

25.2 The strategy for meeting the programme's objectives is based on the need for the Organization to ensure greater compliance with resolutions, regulations, rules and policies; more efficient and effective delivery of the Organization's activities; better results achieved; and the prevention and detection of fraud, waste, abuse, malfeasance or mismanagement. In carrying out its work, the overall approach of the Office is aimed at: (a) enhancing management of both human and financial resources of the Organization; (b) facilitating more transparent assignment of responsibility and accountability; (c) improving the systems of internal control through monitoring compliance of oversight recommendations; and (d) protecting the assets of the Organization.

25.3 The Office would also coordinate its activities with the Board of Auditors of the United Nations and the Joint Inspection Unit in order to ensure adequate internal oversight coverage, while avoiding duplication. In the same manner, the Office would maintain a close working relationship with other inspection and oversight services in the United Nations system.

25.4 The General Assembly provides direction for implementation of this programme.

Subprogramme 1
Central evaluation

Objectives

25.5 The objectives of this subprogramme are: (a) to enable intergovernmental bodies to determine as systematically and objectively as possible the relevance, efficiency, effectiveness and impact of the Organization's activities in relation to their objectives; and (b) to enable the Secretariat and Member States to engage in systematic reflections, with a view to increasing the effectiveness of the main programmes of the Organization by altering their content and, if necessary, reviewing their objectives.

Strategy

25.6 Within OIOS, the substantive responsibility for this subprogramme is vested in the Central Evaluation Unit. The Unit will conduct evaluations that assess the relevance, effectiveness and impact of outputs and activities against the objectives of a programme or subprogramme. The Unit will utilize baseline data and indicators of progress accomplishment to assess programme impact in terms of the objectives and will identify and analyse the factors associated with effectiveness and impact. The Unit will also assist departments and offices in the Secretariat in implementing evaluation recommendations approved by the General Assembly and in developing their own self-evaluation activities. The Unit will conduct workshops and provide training on evaluation at the request of departments and offices, and in other ways support self-evaluation.

Expected accomplishments

25.7 Expected accomplishments would consist of improvements in the relevance, efficiency and effectiveness of the mandated programmes and activities.

Indicators of achievement

25.8 Indicators of achievement would include the number of approved evaluation recommendations implemented by programme managers.

Subprogramme 2
Audit and management consulting

Objective

25.9 The primary objective of the subprogramme is to ensure efficient and effective implementation and management of programmes, activities and operations by programme managers in accordance with the relevant legislative mandates.

Strategy

25.10 Within OIOS, the substantive responsibility for this subprogramme is vested in the Audit and Management Consulting Division. The Division will examine, review and appraise the use of financial resources in order to ensure the implementation of programmes and legislative mandates; ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies; undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates; monitor the effectiveness of the systems of internal control of the Organization; and ensure proper stewardship of the Organization's assets and resources. The Division will assist programme managers in strengthening their accountability and internal control framework, through identification of best practices and opportunities presented by the changing circumstances.

Expected accomplishments

25.11 Expected accomplishments would include greater compliance with General Assembly directives, established regulations, rules, policies and procedures; enhancement of transparency and accountability within the Organization; and increased efficiency.

Indicators of achievement

25.12 Indicators of achievement would include (a) the number of audit recommendations implemented by programme managers; (b) savings resulting from implementation of efficient systems and procedures; and (c) level of recoveries of erroneous or unauthorized expenditures.

Subprogramme 3
Central monitoring and inspection

Objective

25.13 The objective of the subprogramme is to enable Member States to determine the level of accomplishment of objectives of the medium-term plan through implementation of activities and services scheduled in the approved programme budget.

Strategy

25.14 Within OIOS, the responsibility for this subprogramme is vested in the Central Monitoring and Inspection Unit. The Unit will monitor changes made during the biennium in the programme of work in the programme budget and, at the end of the biennium, determine the actual progress made towards achieving expected accomplishments through the delivery of final output in comparison with the commitments set out in the programme narratives of the approved programme budget. The Unit will examine whether activities correspond to mandates and the reasons for postponement, reformulation, termination or addition. The Unit will assist programme managers in improving managerial and programmatic efficiency by undertaking ad hoc reviews (inspections) to help them to identify problems affecting the effective and efficient delivery of their outputs. To ensure that recommended corrective measures are implemented, the Unit will conduct follow-up reviews. The Unit will also provide guidelines and best practices on performance reporting to programme managers in order to help them to identify problems affecting the effective and efficient implementation of their work programmes.

Expected accomplishments

25.15 Expected accomplishments would include more effective monitoring by programme managers of implementation of activities; and more timely programme delivery.

Indicators of achievement

25.16 The indicators of achievement would include an increase in the adoption by programme managers of monitoring procedures and work plans to follow progress made towards achieving accomplishments;

and the level of compliance by programme managers with inspection recommendations.

Subprogramme 4
Investigations

Objectives

25.17 The objectives of this subprogramme are to ensure compliance with regulations and rules of the United Nations and to minimize the occurrence of fraud, violations of regulations and rules of the United Nations, mismanagement, misconduct, waste of resources and abuse of authority.

Strategy

25.18 Within the Office, the substantive responsibility is vested in the Investigations Section. The Section will investigate reported allegations of fraud, misconduct, mismanagement, waste of resources, abuse of authority, violations of regulations and rules of the United Nations, and other malfeasance. On the basis of its findings, the Section will recommend the jurisdictional, disciplinary or other corrective action that should be taken. The Section will also assess the potential for fraud and other violations in high-risk operations through the analysis of control systems and recommend action to be taken in order to minimize the risk of occurrence of such violations. Additional activities would include provision of investigative services as appropriate to the funds and programmes of the United Nations on a reimbursable basis.

Expected accomplishments

25.19 Expected accomplishments would include better protection of the Organization's assets and resources and greater compliance with the regulations and rules of the Organization.

Indicators of achievement

25.20 Indicators of achievement would include faster detection of violations; increased demand for investigative services; and increased level of recoveries of financial resources misappropriated.

Legislative mandates

Programme 25
Internal oversight

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/236	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B